BOSTON CONSULTING GROUP

External evaluation of the

Africa Adaptation Acceleration Program (AAAP)

Upstream Financing Facility (UFF)

Independent evaluation
Commissioned by the Global Center on Adaptation (GCA)

GLOBAL CENTER ON ADAPTATION

Conducted by the Boston Consulting Group (BCG)

Full Report
August 2025

Front & back cover images: Stress-tolerant Palm Tree Crop Varieties, Ghana Tree Crop Project, Ghana

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1. Introduction and context

Introduction

This report is an independent, end-of-phase evaluation of the Africa Adaptation Acceleration Program (AAAP) Upstream Financing Facility (UFF), commissioned by the Global Center on Adaptation (GCA). The report seeks to assess AAAP's performance against its stated objectives, the extent of its impact, its value-for-money (VfM) and key lessons learned across activities between 2021 and 2025. Activities outside the AAAP, such as GCA's global advocacy and research programmes, fall outside the scope of this review.

AAAP overview

AAAP is a partnership between the African Development Bank (AfDB), the African Union Commission (AUC) and GCA that launched in 2021 with the goal of shaping approximately $25 billion worth of investments in climate change adaptation and resilience (A&R) actions across the continent by 2025.

AAAP operates through two complementary financing engines. First, AfDB's Climate Action Window (CAW), managed under AfDB's African Development Fund (ADF), dedicated $12.5 billion and grant-heavy resources to help fund adaptation in Africa's most vulnerable economies. Second, the UFF, managed by GCA, funds the work of AAAP and its implementation partners, to integrate climate A&R features into projects driven by International Finance Institutions (IFIs), Multilateral Development Banks (MDBs) and other public or private development financiers. Through the UFF, technical teams deliver technical assistance (TA), research, capacity building, knowledge sharing, policy guidance, and Monitoring, Evaluation & Learning (MEL), with the aim of de-risking national investment pipelines and galvanising adaptation finance for Africa. While most of the UFF's work focuses on upstream TA happening pre-IFI board approval, the UFF also supports downstream activities and project implementation in some instances. This downstream support is mostly apparent in the UFF's work with the IMF Resilience & Sustainability Facility (RSF), as well as in a few MDB projects where follow-through support was specifically requested by MDB teams, for example for the development of masterclasses. The UFF (including downstream implementation) is the mechanism evaluated in this report.

The UFF's project pipeline origination begins with joint investment pipeline review with senior stakeholders from the IFIs. Once potential projects have been identified, they enter the UFF's internal project governance cycle to further scrutinise and select the projects that the Facility will support. Project concept notes are developed by the UFF teams, submitted to its Project Appraisal Committee (PAC) for scrutiny of strategic fit, technical merit and budget feasibility. The strategic fit particularly focuses on whether the project has an adaptation lens to ensure the facility funds meet its strategic objective of A&R mainstreaming. Once approved by the PAC; the project advances to delivery: Terms of Reference (ToR) are created, and third-party technical partners and contractors are procured to provide TA to the IFIs. The UFF teams join in-country preparation and appraisal missions, alongside the IFI teams.

The UFF covers four key thematic areas (known as pillars): Food Security, which aims to sustain uptake of Digital Climate Information and Agricultural Advisory Services (DCAS) and build resilient food systems; Infrastructure and Nature-Based Solutions (NBS), which aims to integrate A&R solutions into infrastructure investments, both at infrastructure asset-level and at urban- and water systems-level; Youth Entrepreneurship and Adaptation Jobs (Youth & Jobs), which aims to create adaptation jobs via entrepreneurship and skills development; and Adaptation Finance, which aims to unlock access to adaptation finance for African entities by enabling access to international climate funds and domestic private sector financiers.

The UFF's Theory of Change (ToC) positions it as an upstream "solutions broker". It supports IFIs & governments by bringing them the services of third-party technical agencies. They deliver TA on activities that enable the integration of A&R in development projects: climate risk assessments, adaptation design options and capacity building that shape projects before they are approved.

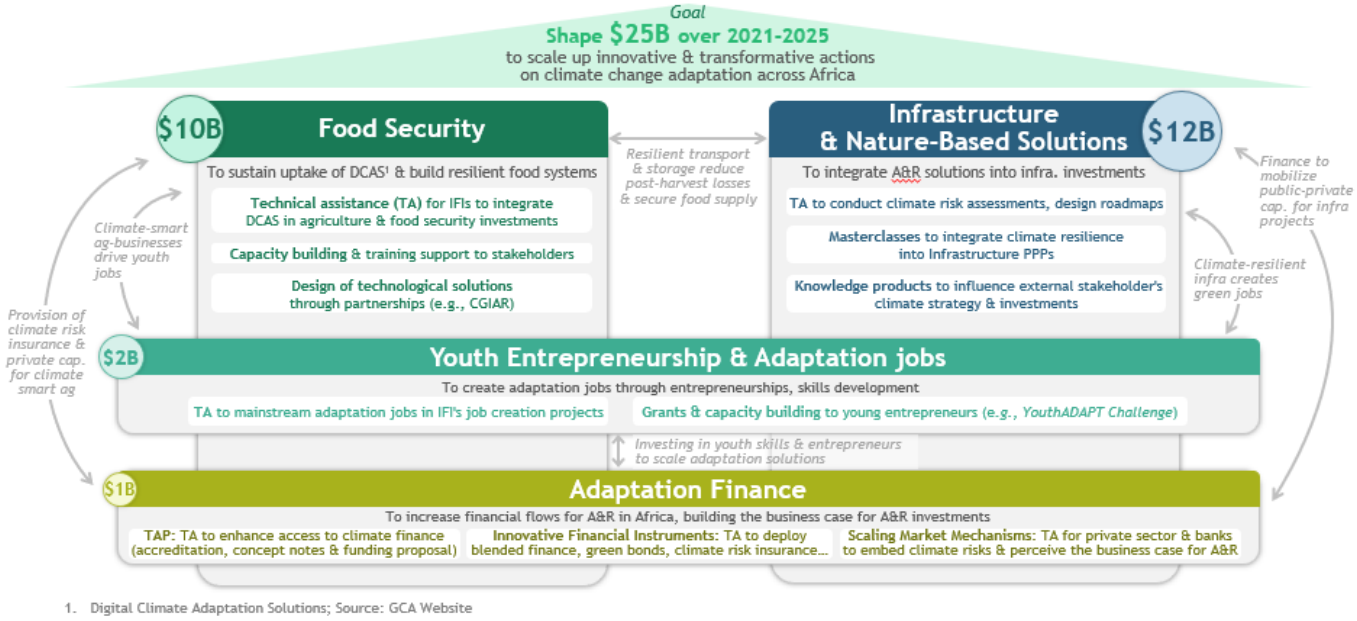


Figure 1: Overview of AAAP structure & ambition

AAAP evolution

The program was a first-of-its-kind initiative, operating in a rapidly evolving A&R landscape, which has required it to evolve to continuously ensure its relevance.

Since inception, each pillar has refined its delivery model. Food Security expanded its activities from climate risk assessment & digital climate information and advisory services to supporting the deployment of DCAS with climate resilient seed systems. It has forged new strategic partnerships with the CGIAR to bridge the gap between research and practice, helping to create a platform to mainstream a range of deployment-ready A&R technologies and solutions into IFI programs. Infrastructure & NBS also expanded its TA from climate risk diagnostics to full resilience planning, reflecting growing government demand to leverage investments for planning and decision-making. This now includes co-designing adaptation components in urban infrastructure and public service systems, promoting NBS, and introducing curricula tailored to local contexts. Within the Infrastructure & NBS pillar, Locally Led Adaptation (LLA) evolved from knowledge management into structured People's Adaptation Plans (co-built with local communities) as a way to connect vulnerable communities more directly with decision-makers, embedding these plans into national systems through tools, trainings, and flagship publications that enhance peer learning and local government capacity. Youth & Jobs resized the YouthADAPT challenge grants to make them more catalytic and built long-term partnerships with vocational institutions to better match labour market demand. Adaptation Finance shifted focus from fund accreditation—an area where many other actors already specialize—to helping governments and banks design instruments that blend international public finance with domestic private capital, to unlock faster, market-driven adaptation finance.

Since 2020, GCA has also published its annual State and Trends in Adaptation (STA) reports, which have informed much of the technical advice delivered under AAAP. These reports provide analysis of adaptation finance flows and the enabling conditions required to absorb and deploy finance effectively. While developed under GCA's broader knowledge acceleration work and not within the direct scope of this AAAP evaluation, these reports have been a key contributor to AAAP's upstream support and knowledge offer and are valued by its partners.

Lastly, a defining addition since 2023 has been AAAP's support to the IMF's RSF. Through this engagement, AAAP has carved out a unique and distinctive partnership with the IMF, establishing a channel for AAAP to mainstream A&R on a systemic level in reform measures proposed by the IMF. AAAP's TA supports the RSF on 3 areas:

(i) RSF design (with UFF teams joining the IMF on in-country missions as close partners), (ii) RSF implementation and (iii) climate finance roundtables. Specifically, the UFF is providing expertise related to the macro-economic effects of climate change and adaptation measures, focusing on mainstreaming adaptation in national planning and budgeting processes. Although formally lodged under the Adaptation Finance pillar, this work is driven by the Infrastructure and NBS team.

Evaluation approach

The evaluation is primarily anchored in the OECD-DAC+ framework, assessing AAAP on relevance, coherence, effectiveness, efficiency, impact, sustainability and inclusion.

In addition, this methodology was enriched to address the specificity of AAAP's theory of change: the UFF is a 'system-change' player yielding high-leverage, indirect impacts. For instance, AAAP helps shape IFI project designs to incorporate adaptation measures, but AAAP will not finance or implement the measures themselves (e.g., in a railway project, AAAP will help integrate in the project design the restoration of flood-control reservoirs along flood-prone rail segments, but AAAP will not fund or oversee the restoration directly). While this delivery model is catalytic, it creates methodological challenges, most notably attributing results to AAAP rather than IFIs or governments, and accounting for the time lags between TA and observable outcomes; given that many AAAP-supported investments cleared IFI boards only recently and measurable downstream effects are yet to emerge.

To address this, this evaluation applies on top of the OECD-DAC+ framework a mixed-method approach that pairs qualitative evidence with quantitative proxies. Qualitative interviews with project counterparts (from IFIs, government partners, knowledge & technical partners, local communities, etc.) were complemented with quantitative case studies. Value-for-Money was assessed for select projects with sufficient data available to compute key measures such benefit-cost-ratio (BCR), Net Present Value (NPV), Internal Rate of Return (IRR). A qualitative assessment of AAAP's impact on mainstreaming adaptation within IFIs has also been conducted to complete the evaluation. These analyses provide an alternative approach to understanding the impact of AAAP.

The following findings draw on evidence from 80+ AAAP projects and programs, covering projects with IFIs (e.g., the World Bank and AfDB) and programs such as the IMF's RSF work. Over 30 of these initiatives, selected to be a representative sample of AAAP's full body of work, were also individually assessed across the OECD-DAC+ framework. Additional inputs include 60+ various stakeholder interviews, AAAP results framework, IFI documentation, and other relevant external benchmarks.

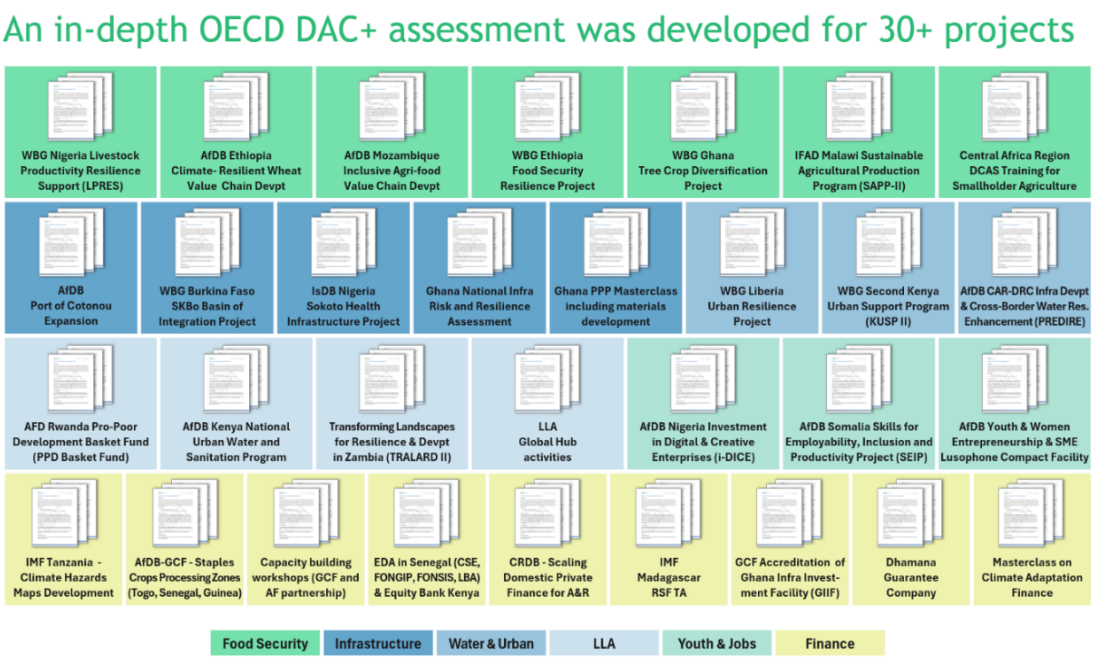


Figure 2: List of projects assessed in depth along OECD-DAC+ dimensions as part of this evaluation

2. Evaluation findings

2.1. 10 key evaluation takeaways

5 strengths to keep building on

1. **Pioneering size & ambition:** AAAP has successfully designed and **integrated A&R components into nearly $19 billion of IFI investments** as of Aug 2025, reaching >75% of its ambitious $25 billion initial goal, which was set at a time where A&R was still low on global agendas.

2. **Project-level & systemic change:** Through its unique 'solutions broker' model, the UFF **pursued macro-level systemic change** (e.g., policy influence, institutional capacity building) **while building on project-level practitioner experience & innovation.** This differentiating combination earned AAAP both technical credibility and strategic trust from African governments and IFIs (especially AfDB, World Bank and IMF).

3. **A&R technical edge:** 70-80% of TTLs, project managers and other operational counterparts interviewed have praised the **technical solidity and context-specific quality of the work provided by the UFF**, recognizing that it led to the integration of A&R components which the IFIs would not have otherwise considered in their projects, and that the pure-player A&R expertise brought by the UFF was truly additive to the more generalist skillset of their internal task teams. With the unique knowledge and experience accumulated along its track record of 100+ projects already delivered, AAAP has built a clear technical edge on A&R that it can now **further leverage, codify and diffuse to lead the way on systemic A&R mainstreaming** .

4. **Agility & willingness to improve:** the UFF's **agile and test-learn culture has driven rapid pivots in AAAP 1.0** (from the expansion to seed systems work in Food Security to recognizing and moving away from the sub-par impact of climate fund accreditation support). This constant search for innovation and impact notably yielded **two successful additions** to AAAP's initial pillar structure: demonstrating the power of Locally Led Adaptation (**LLA**), and elevating A&R into policy reform measures though the **IMF-RSF** partnership – both of which could be scaled into stand-alone, cross-cutting pillars of AAAP 2.0. This next phase of the program must capitalize on the trials and errors of 1.0 to deploy a robust, mature and proven impact model.

5. **Gender Equality & Social Inclusion (GESI):** the UFF has shown a **growing commitment to GESI**, with **over 70% of AAAP 1.0 projects** integrating GESI either as a primary or responsive objective. The UFF's Research for Impact (R4I) team conducted a GESI Outcome Harvesting exercise to extract learnings from AAAP 1.0 for AAAP 2.0. The building of an **internal team focused on GESI** will support the UFF's intent to achieve **100% GESI integration in AAAP 2.0**.

5 areas where further integration could yield even greater impact

6. **Integrating sectors:** Rethinking the pillar structure of AAAP and internal organization of the UFF teams can **unlock stronger coordination and synergies** across vertical sectors (Agri-Food systems, Urban systems, Infrastructure), systematic enablers (Policy, Finance, LLA, GESI & Youth) and cross-cutting topics (NBS, Water, Health, Education, Skills & Jobs). Sectoral integration can further enable the coverage of **additional "nexus" topics**, such as climate-induced **OneHealth** challenges intersecting livestock and human health systems, or innovative finance & insurance mechanisms that can better support the adaptation of climate-vulnerable food & urban systems.

7. **Integrating systems:** Acknowledging how different the world in 2025 vs. 2020 (in terms of geopolitical, macroeconomic and development finance trends) and the increasing maturity of major IFIs on commoditized A&R analytics, AAAP can elevate its ToC **beyond its current project-by-project, ground-level focus** by further seeking **systemic influence** – e.g., doubling down on national A&R policy shaping & planning (incl. by expanding the IMF-RSF partnership model to other policy-based facilities such as the World Bank's DPFs) – and by **bridging the 'missing middle'** impact layer, through the design of replicable and scalable A&R tools and the development of integrated project pipelines.

8. **Integrating public & private:** For planning, financing & implementation, AAAP must be able to **further engage the private sector**. In a world of tightening foreign aid and increasing public debt burdens, **mobilizing private sector capital and capabilities** (from commercial banks to agribusinesses and energy utilities) will be key for the UFF's renewed impact. It will enable it to **diversify its portfolio** of projects, **reducing dependency** on its two historical MDB partners and balancing its currently concentrated pipeline sourcing & governance. Under the Adaptation Finance pillar, the valuable trials and errors of AAAP 1.0 (low traction of climate fund accreditation support, promising signs of work with commercial banks though still early stage) need to be consolidated **into a more integrated 2.0 strategy for Adaptation Finance**: assessing which key sources of capital can be tapped for A&R beyond IFIs (e.g., sub-sovereign public financing, debt capital markets) and where AAAP can unlock the most value given its skillset (e.g., supporting banks to recognize the business case of A&R, upgrade sustainable finance frameworks for resilience bonds).

9. **Integrating further downstream & locally:** While the majority of the UFF's work in AAAP 1.0 has been upstream of project approvals and through IFIs, it has demonstrated in several areas (most notably through the IMF-RSF partnership and in LLA projects) its **ability to extend further downstream of the project lifecycle and further on the ground with local stakeholders**. Doubling down on this proximity to implementation and local ownership can enhance AAAP's accountability on final outcomes and its credibility as an **Africa-led program** – in line with the opening of **new headquarters on the continent**.

10. **Integrating learnings & narrative:** **A clearer external narrative** of AAAP's impact and **improved communication of results** are needed to ensure broader stakeholder recognition and stronger buy-in. This will require the UFF to **strengthen and industrialize its MEL** frameworks, processes and systems to enhance the tracking of AAAP's **outputs, immediate and intermediate outcomes** and the **attribution** of IFIs' final outcomes. Further consolidating qualitative stories of impact and codifying knowledge can support both **sharing of learnings internally** and more visible **thought leadership externally**.

2.2. Overview of progress stocktake

AAAP was a first-of-its-kind programme, trialling a new approach to mainstreaming adaptation in Africa in a relatively new organisation. When launched in 2021, no other and adaptation-focused platform combined similar senior-level pan-African sponsorship with TA for IFI projects. AAAP established itself as a visible and pioneering initiative in the global A&R landscape, contributing to the acceleration of the adaptation agenda in Africa. To this day, the program is still unique in its ability to combine both high-level stakeholder convening, with project-level TA interventions. The high-level access secures senior-level buy-in, enabling the UFF to work across most vulnerable sectors, and bringing ministries beyond the environment portfolio into integrating adaptation within their core programmes. The two action levels are mutually reinforcing: the systemic influence builds political and economic cases for A&R, while the project-level work demonstrates how it can be delivered in practice, accelerating the uptake of A&R solutions.

AAAP's comparators, when they exist, are either on one level or the other, but not on both (e.g., private sector advisory firms like Tetra Tech, Mott Macdonald or ERM have the technical advisory capabilities but not the senior stakeholder buy-in; global initiatives like the Race to Resilience or GRP have the advocacy focus, but not the technical execution capability).

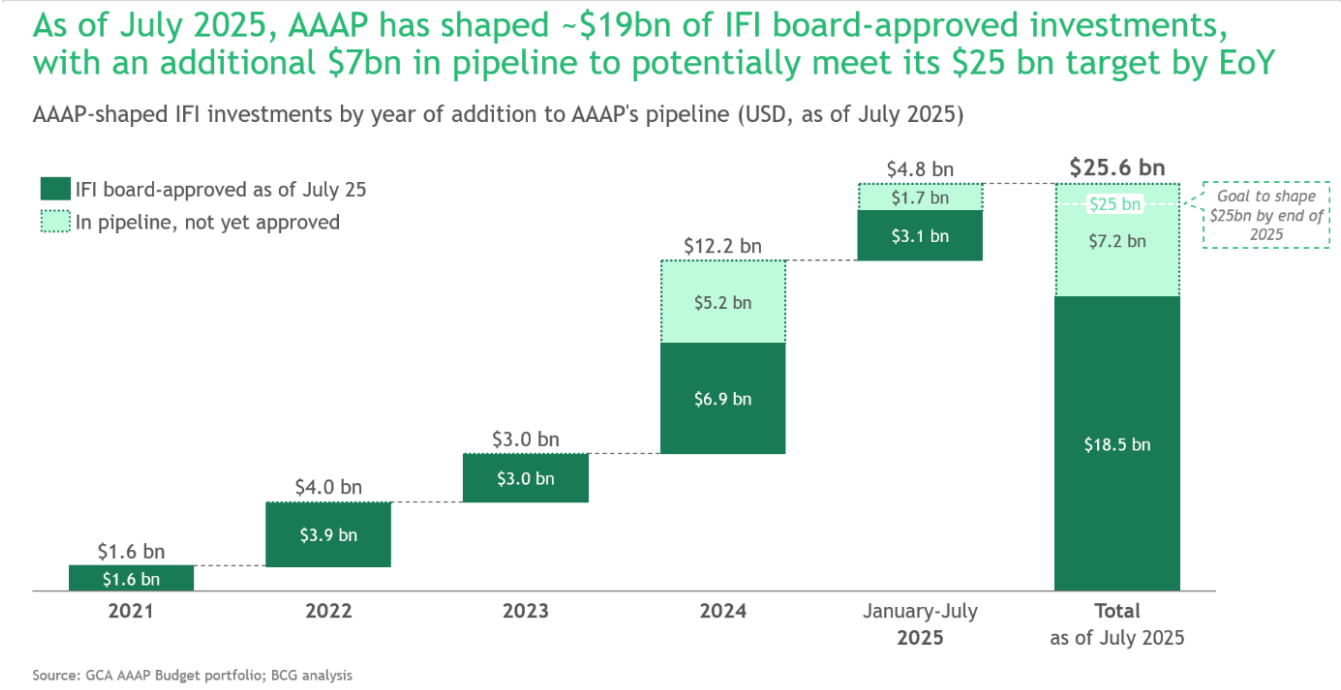
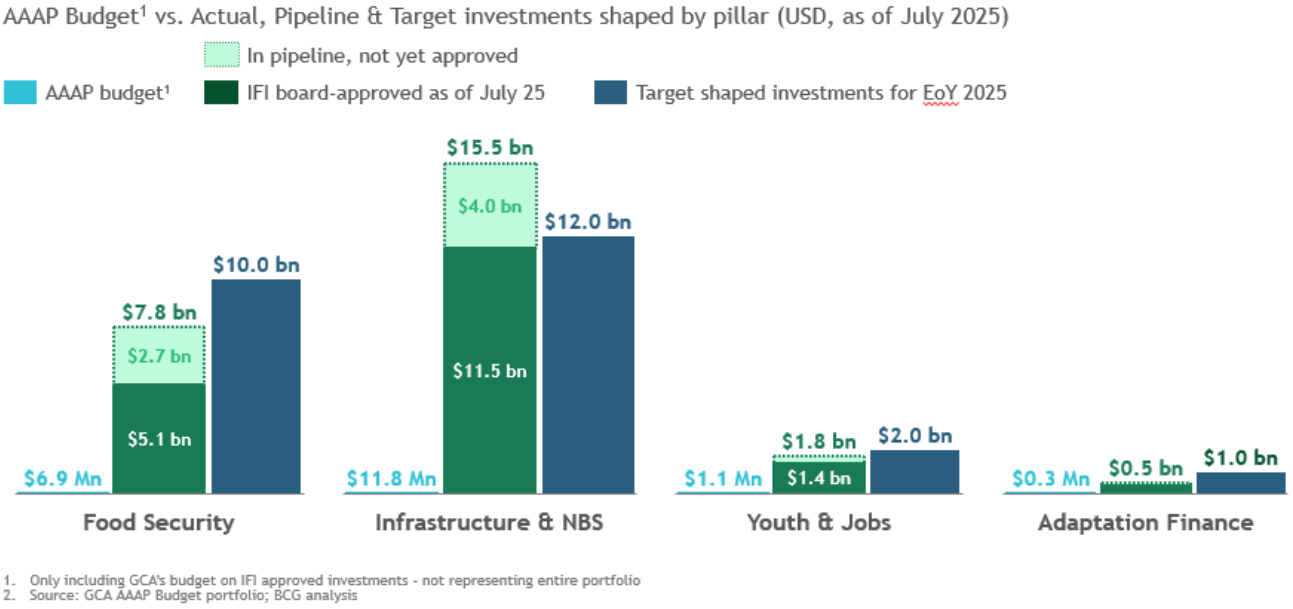


Figure 3: AAAP-shaped IFI investments, by year of addition to the UF's pipeline

In an evolving A&R landscape, AAAP's model has adapted over five years, delivering varied results across its pillars while increasingly validating a ToC that helps embed and mainstream adaptation into development finance in Africa. Through support provided to large-scale MDB projects, AAAP has reached as of July 2025 over 75% of its $25bn target, having shaped nearly $19 bn of IFI investments to integrate A&R. This total only includes IFI board-approved operations channelled through the UFF and not the IMF-RSF work. AAAP's pipeline further contains another $6 bn in IFI investments. Therefore, securing board approvals on all of them before year-end would place the programme firmly on course to meet its headline target.

The current distribution of AAAP-shaped IFI investments across pillars is broadly in line with the 2025 targets envisioned at inception



1. Only including GCA's budget on IFI approved investments - not representing entire portfolio
2. Source: GCA AAAP Budget portfolio; BCG analysis

Figure 4: AAAP Budget vs. Actual, Pipeline & Target investments shaped as of July 2025

Vertical Pillars – Food Security and Infrastructure & Nature-Based Solutions

The Food Security and Infrastructure & NBS pillars anchor AAAP's results portfolio, together accounting for >70 IFI-approved projects worth ~$16.5bn at the time of this report's preparation. These two pillars represent the largest share of the portfolio, with Food Security's more modest volume reflecting donor investment preferences during project identification.

Their delivery model – granular climate-risk analytics embedded in IFI design, often followed by capacity building and knowledge products – has produced a track record of outcomes across both pillars, for example CGIAR-based seed-system reforms, or corridor-wide NBS packages and gender-responsive urban draining plans. Benefit-cost-ratios from VfM case studies conducted as part of this assessment have tended to fall in the range of 3 to 5:1 across these two pillars.

Infrastructure & NBS has recorded a strong overall assessment on Efficiency, Effectiveness and Impact from an OECD-DAC lens, while Food Security has some areas to improve on effectiveness ($2.2bn shortfall of shaping targets due to operational & strategic constraints) and efficiency (opportunity to improve the sourcing of larger, high-impact projects, as the 10 smallest projects account for ~25% of the budget while contributing to only 8% of the total investment shaped). This partly reflects a deliberate equity choice in the Food Security Pillar to work in smaller, more vulnerable countries where project sizes are naturally limited. Going forward, a $100 million minimum ticket size will apply, with exceptions when smaller projects can yield disproportionate influence beyond their size.

A key underpinning element of AAAP's offering that ensures that it is relevant, coherent and effective is its ability to deploy context-specific and data-driven diagnostics, understand IFIs' internal processes, collaborate with national institutions and adapt to emerging policy shifts. This has allowed it to respond to diverse implementation realities with tailored solutions.

For example, through the LLA component, AAAP directly engages with communities and downstream partners, establishing strong connections and creating a clear path to monitor downstream impact in subsequent project phases. In Rwanda, the UFF helped the Local Administrative Entities Development Agency (LODA), which had not yet internalized A&R, to add a climate-vulnerability criterion to its Pro-

Poor Development Basket Fund formula and to pilot People's Adaptation Plans in two districts. This steered development funding to the most climate-exposed communities and built capacity within the government, with potential to replicate the model at nationwide scale, across sectors.

The value-add of the UFF is appreciated by both IFIs and government partners, who recognized in most interviews the uniqueness of the skills and expertise brought by the UFF and its contractors, contributing to areas that the IFIs were not equipped to address in-house.

Both pillars have begun to work more deliberately with other pillars, for example sharing diagnostics that informed Youth curricula. The LLA and Water & Urban teams under the Infrastructure & NBS pillar have notably been collaborating from their outset, e.g. jointly developing the LLA toolkit and implementing projects in Liberia and Homa Bay. Strengthening those feedback loops across pillars, and codifying learnings into replicable knowledge products, will be critical to deepening coherence and sustaining momentum.

There appears to be scope to scale up activity in the Food Security and Infrastructure & NBS pillars, both by increasing the size of the portfolio in existing topic areas where AAAP now has a demonstrable track record in, and by extending its model into additional areas.

However, AAAP's current pipeline and origination model is heavily concentrated in AfDB and World Bank channels (~90 % of approved volume). Diversifying sourcing — including toward more private sector, domestic public sector and other IFIs (which is already being done in Food Security, where work expanded to collaborate with IFAD and IsDB) — and bolstering internal project-scouting capacity should therefore be priority actions for the next phase.

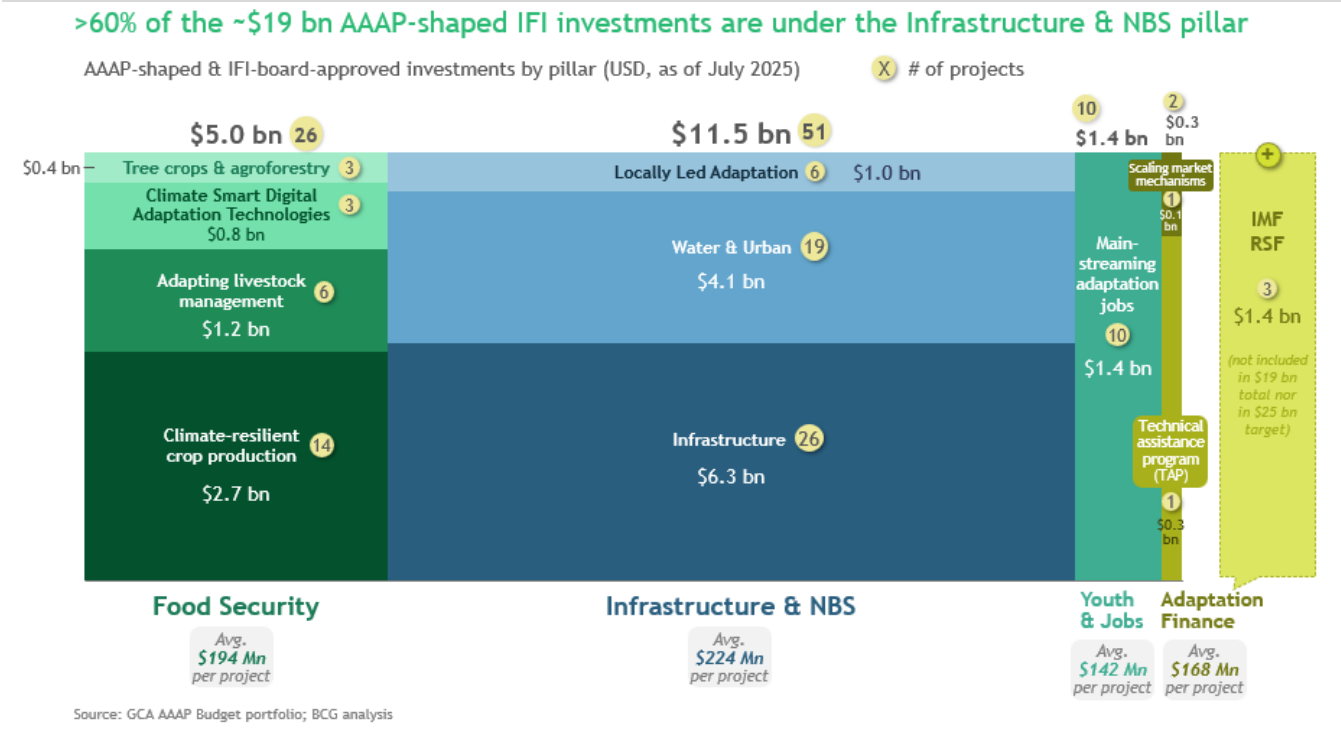


Figure 5. Distribution of AAAP-shaped, IFI-board-approved investments as of July 2025

Horizontal Pillars – Youth & Jobs and Adaptation Finance

The Youth & Jobs pillar, notably through YouthADAPT, demonstrates high relevance and impact, having created over 10,000 jobs and attracted follow-on financing at efficient cost-per-job metrics. Despite these positive outcomes, the pillar's overall financial scale remains modest, and its progress toward mainstreaming adaptation within broader programme initiatives is still early stage. As a result, the Youth pillar's overall effectiveness and sustainability are currently moderate.

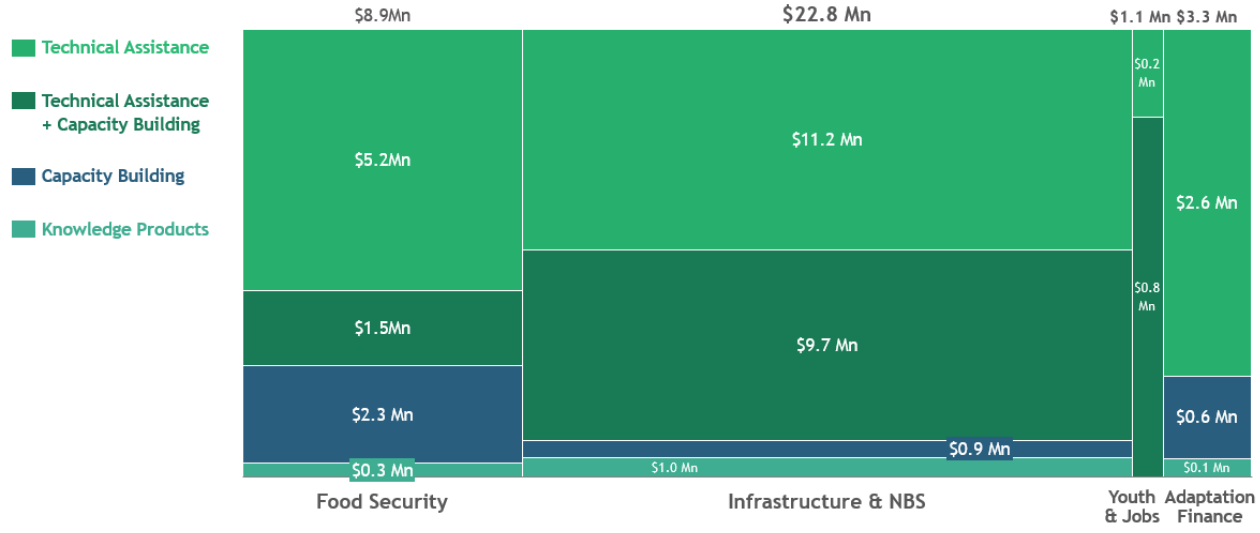
Adaptation Finance has undergone substantial evolution during this period. The strategic pivot from a narrow Technical Assistance Programme (TAP, supporting accreditation, concept notes and funding proposals to climate funds), to focus on broader initiatives (including bank portfolio stress-testing and support for other financing instruments) was appropriate, given the long lead times between TAP-support and tangible outcomes, and level of dependency on counterparties.

This also helped the pillar explore initiatives targeted at the domestic private sector. However, catalytic impact remains limited, with roughly $338 million of IFI investments shaped thus far.

The UFF's ongoing efforts to consolidate this pillar around themes of bankability, unlocking private sector financial flows for adaptation, and finance for locally led adaptation are crucial to achieving its strategic objectives.

~70 % of GCA's budget is mainly for TA (largely within the Infrastructure & NBS pillar), while dedicated capacity-building accounts for~ 20 % and knowledge products accounts for the remaining 10 %

AAAP budget allocation[1] by activity type and pillar (USD, as of July 2025)

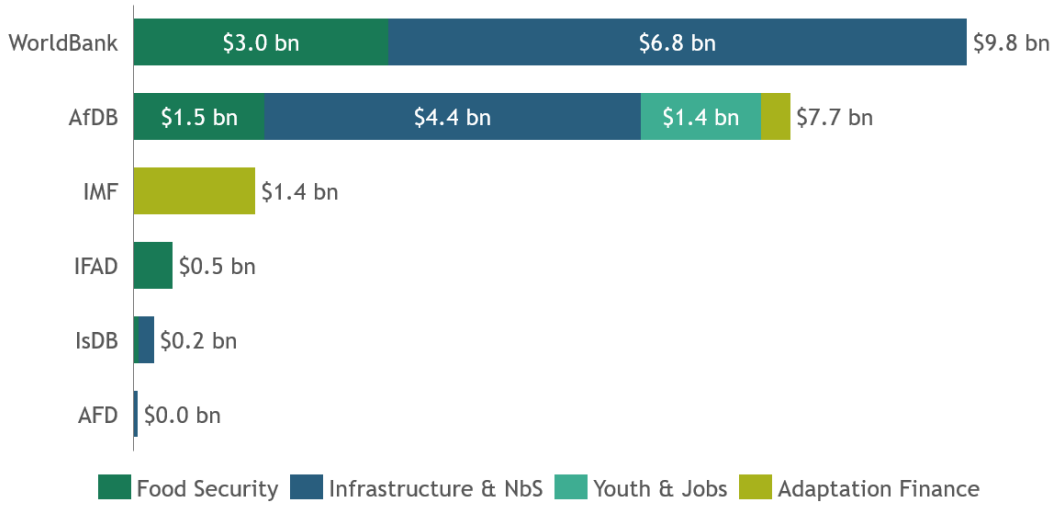


1. Including all projects in AAAP's portfolio with available project documentation - not limited to IFI board approved investments
Source: GCA AAAP Budget portfolio; BCG analysis

Figure 6: AAAP budget allocation by activity type as of July 2025

90% of AAAP-shaped, IFI-approved investments are from the AfDB & World Bank

AAAP-shaped, IFI-approved investments by institutions and pillars (USD, as of July 2025)



Source: GCA AAAP Budget portfolio

Figure 7: Breakdown of AAAP shaped investments by institution as of July 2025

Quantitative Findings

Across pillars, AAAP discloses ambitious expected outcomes of societal impact, derived from the results frameworks of IFI operations that the UFF helped de-risk. Although this full attribution of the entire outcomes of IFI projects expected outcomes can be challenged, the UFF justifies it by emphasizing that the enhance climate resilience of projects, unlocked by AAAP's support, protects the entirety of the project's future outcomes and impacts. This full attribution approach can be complemented over time by reinforcing data collection to monitor outputs, immediate and intermediate outcome indicators that can serve as surrogates for final outcomes, and by investing into contribution-based VfM assessments.

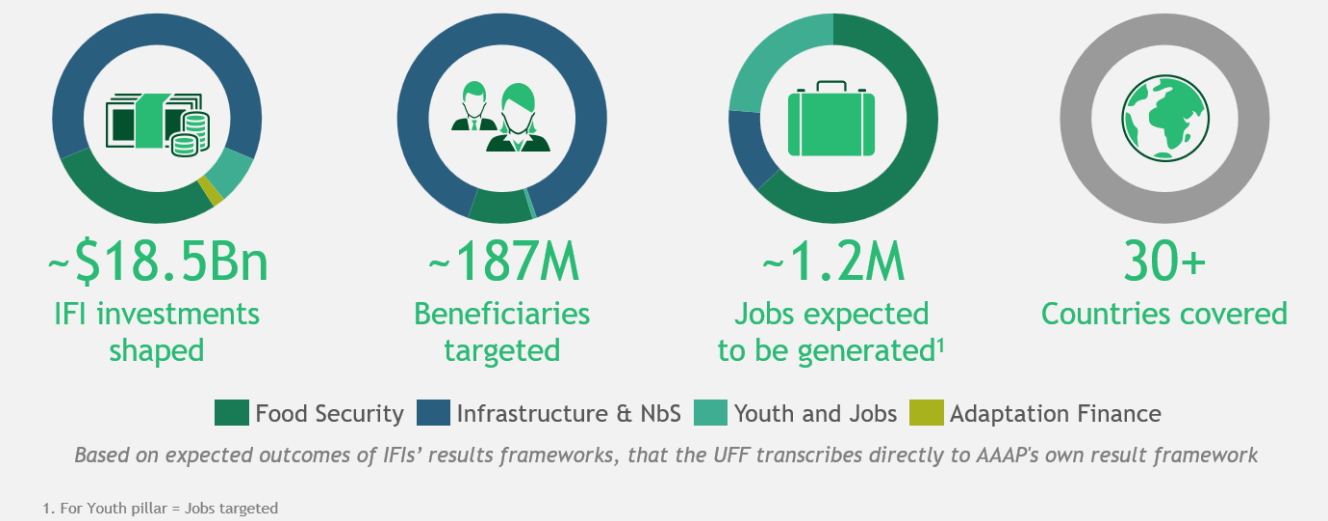


Figure 8: Non-exhaustive selection of impact KPIs across pillars

While VfM assessments are not yet conducted systematically across the AAAP portfolio—given a still-maturing MEL function and the long lead times for impact data—the case studies undertaken for this evaluation (on projects with sufficient data) indicate favourable VfM, with BCR ranging from 3 to 5:1 and IRR above 20%. These indicative results suggest that lean upstream TA can unlock strong socioeconomic value by mainstreaming A&R in large IFI operations; as MEL systems mature, AAAP can broaden VfM coverage and apply consistent methods across engagements to evidence this value more systematically.

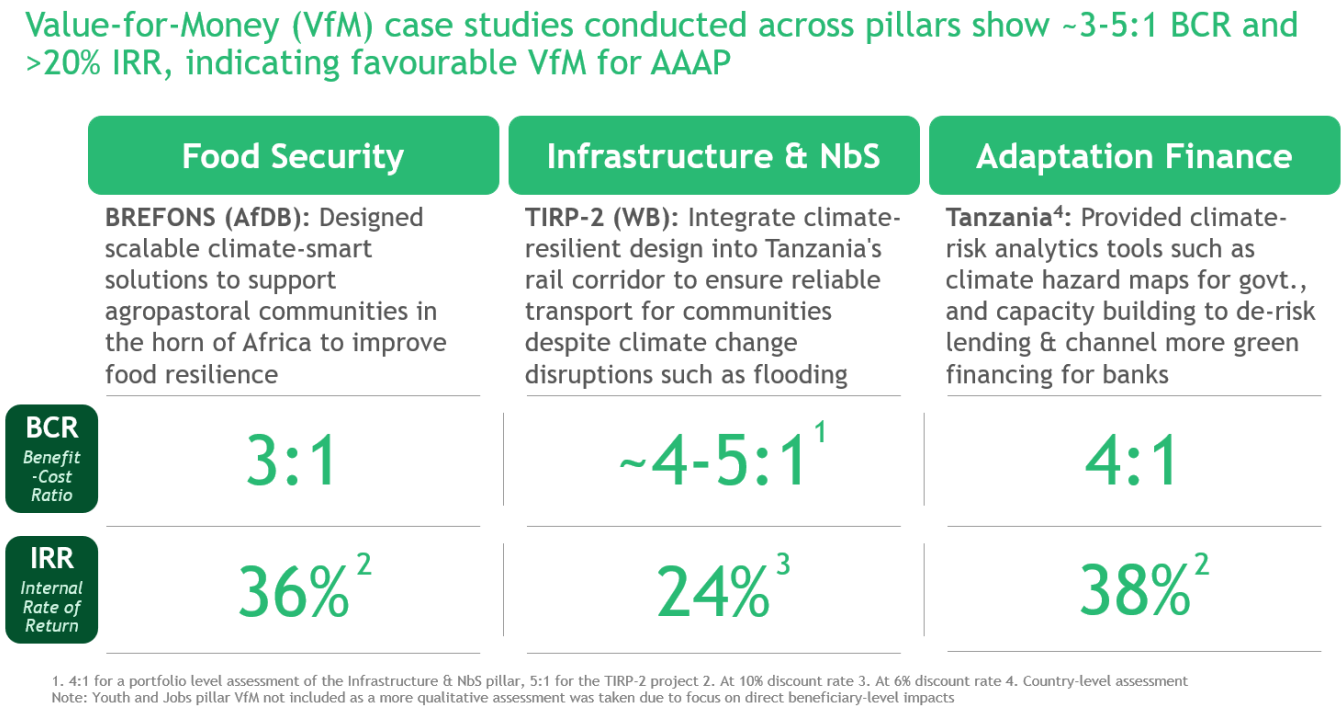


Figure 9: Value for Money (VfM) Assessments across pillars

Other cross-cutting key findings

While not formally a standalone pillar, AAAP's technical contributions have helped to assess, design, shape and implement adaptation Reform Measures (RM) of the IMF's RSF in 5 African countries (with 3 countries having received implementation support to date). This contribution has helped the RSF mainstream adaptation into a total of ~$1.7 billion in approved funding to these African countries through the RSF. The AAAP has also supported governments and the IMF in convening climate finance roundtables on adaptation investments in 5 countries, facilitating discussions and actions in this area given its technical expertise. These engagements have enabled adaptation reform measures to be embedded downstream within national fiscal frameworks, offering a critical entry point to align policy, pipeline, and financial resources. More formally integrating RSF activities as a broader cross-cutting business line (on policy) could further enhance AAAP's strategic coherence.

On MEL, AAAP has made substantial progress on its monitoring and learning frameworks, most recently including intermediate outcome indicators — defined alongside other metrics as ToC-based targets to track AAAP's shaping role across projects — and establishing a more structured results process in March 2025 that maps to its programmatic pillars. AAAP will now need to focus on ensuring systematic data capture from partners and internally bolstering MEL analysis capacity, a process already underway with the hiring of a dedicated MEL team in 2025 to strengthen monitoring and evaluation practice. The UFF's direct engagements typically conclude at the IFI board-approval stage, resulting in a lack of visibility into project implementation and results; while TA often continues into the early stages of implementation, it usually concludes within the first year, making the main gap one of monitoring and evidencing impact beyond the TA period. This is of central importance for the overall Theory of Change, beyond reporting and transparency.

Lastly, the UFF has demonstrated increasing commitment to Gender Equality and Social Inclusion (GESI): a 2025 tagging and outcome harvesting exercise confirmed that more than 70% of the portfolio integrated GESI, reinforcing AAAP's ability to mainstream adaptation in ways that are also socially inclusive.

Image: Community members discussing the AAAP-supported climate-resilient municipal land-use plan for the informal settlements of Kiringiti Island, Lake Victoria, Homa Bay Country, Kenya

2.3. Summary of programme strengths

AAAP has been influential in positioning adaptation as a strategic priority in national systems and investment decision-making, catalysing systemic change.

AAAP played an influential role in positioning adaptation as a priority across Africa by providing foundational support at a time when adaptation and resilience were still nascent in most country planning processes and institutional capacity was limited. This early contribution helped elevate the visibility of adaptation in investment decisions, with governments and IFIs adopting the UFF's technical recommendations, including the integration of adaptation into national budgets and policy frameworks. Recent IMF-RSF programmes in Benin, Madagascar, The Gambia and Tanzania illustrate this traction: reform measures shaped with the UFF's support tie each RSF disbursement tranche to climate-risk milestones, embedding adaptation in macro-fiscal policy.

AAAP is differentiated from peers in its ability to balance high-level systemic influence with in-depth technical assistance brokering, enabling it to shape national agendas whilst also fostering project-level integration of A&R.

Launched with head-of-state backing at the Africa Adaptation Summit, AAAP combines high-level convening power with granular technical assistance to embed A&R in projects, policies and national roadmaps. While formal advocacy sits within AAAP's wider programmes, it complements and overlaps with AAAP's mandate—often opening doors and amplifying the technical work. Equally, TA provides the evidence base that strengthens AAAP's voice in dialogues, ensuring advocacy is grounded in practice. Benchmark scans show peer initiatives focus either on advocacy (e.g., UNFCCC Race to Resilience) or on technical advisory (e.g., private sector advisory firms such as Mott Macdonald or Tetra Tech), but rarely both. AAAP's ability to operate across these levels lets it shape national decisions—through reform conversations with key government stakeholders—and then catalyse on-the-ground follow-through via masterclasses that help project teams embed A&R.

Agility and innovation in AAAP's model enable it to adapt rapidly and remain impact focused.

A hallmark of AAAP's implementation model is its operational agility, which is particularly important given AAAP is a new program. Across all AAAP pillars, teams have demonstrated a capacity to pivot and adapt delivery strategies when faced with practical challenges or inefficiencies. Notable examples include the evolution of YouthADAPT grant structure from an initial $100k grant disbursed in tranches, to a more adaptive structure where $30k is provided ($10k upfront and $20k in form of derisking investment) to mobilize external private capital, and repackaging the climate-resilient PPP classes provided in Ghana into modular toolkits, which are now running in six countries, selected based on IFI market analyses and country needs, as part of a cross-cutting learning approach delivered at lower cost.

> "They have a knack for producing work that's relevant when it's relevant. That agility is valuable, though there's a risk it comes across as shifting focus too often."

AAAP's ability to deliver tailored solutions and incorporate GESI across projects significantly enhances credibility and partner trust.

Technical partners consistently recognize the UFF's context-specific adaptation solutions as highly relevant and valuable - an approach that is especially critical for addressing adaptation and resilience needs. Through tools like gender vulnerability assessments, climate risk assessments and climate analytics, the UFF has enabled partners to tailor their technologies more effectively. The Water and Urban component under Infrastructure & NBS pillar has demonstrated this model in practice, with AAAP's gender analysis informing some IFI projects (e.g., WB's N'Djamena Urban Resilience, AfDB Borana Resilient Water Development) preparation in

ways that contributed to gender tags being awarded and inclusive design features being embedded. The distinct elements of this pillar include its high gender inclusion considerations (~70% of projects include GESI as a primary or responsive objective), the shift from offering ad-hoc diagnostics to institutionalised capacity-building through more engagements in partnership with national institutions. For example, Kenya's Urban Climate Resilience Masterclass (developed by AAAP's collaboration) is now based in the Kenya School of Government and is projected to reach 300 officials a year. By producing localized, context-specific diagnostics, the process strengthened trust with national stakeholders and international financial institutions, who have since requested follow-on support and incorporated AAAP tools into their own policy frameworks.

> "If I had to choose who to go to for this kind of work, I would pick them every time. The quality is much more solid than most alternatives." -
>
> -Task Team Leader at an IFI

AAAP's intentional integration of local stakeholders in project delivery helps drive sustainability beyond the UFF's support.

The UFF's approach is notably rooted in embedding sustainability and building local capacity. The consistent use of training modules, masterclasses, and partnerships with local institutions—including universities and national agencies—has enhanced local ownership and continuity. This approach, combined with the UFF's model of delivering impact at scale by collaborating with IFIs and leveraging their financial flows to embed adaptation knowledge and data, has proven effective. A clear example is the Locally Led Adaptation (LLA) program's co-creation of solutions with community stakeholders—such as the black soldier fly and urban water-sanitation projects in Kenya—both co-designed with local groups and institutions, then captured in adaptation plans submitted to government for uptake. These illustrate the UFF's ethos and contribute to long-term relevance and impact.

AAAP's model allows AAAP to intentionally focus on high-impact geographies where adaptive solutions matter most.

AAAP operates in countries marked by fragility, conflict, data scarcity, and significant vulnerability to climate impacts, especially the Sahelian region. The current AAAP portfolio spans >80 IFI projects across 40 countries where GCA has provided support – more than one-third of states the World Bank classified as fragile or conflict-affected – and includes flagship engagements such as the PREDIRE water-security program in the Ubangi basin of Central African Republic (CAR) and the Democratic Republic of Congo (DRC), and the regional BREFONS initiative piloting drought-resilient agriculture for pastoral communities in Djibouti, Ethiopia, Somalia and South Sudan. This strategic focus enables the UFF to direct its efforts toward adaptation gaps that are often underserved, while reinforcing investment decisions in places where the urgency and demand for solutions are highest.

The UFF's unique and distinctive partnership with the IMF's Resilience and Sustainability Facility (RSF) shows how AAAP can shape policy frameworks for systemic impact.

By supporting IMF on preparation and appraisal, the UFF helps to shape reform measures and policy measures that integrate A&R considerations into national fiscal, regulatory and investment frameworks (a shaping role that reaches far beyond support to individual projects). AAAP has established a strong relationship with the IMF RSF, providing technical assistance for the structuring and implementation of programmes in Benin, Senegal, Madagascar, Tanzania, and The Gambia. The IMF stakeholders interviewed highlight AAAP's additionality in 3 areas: first, supplying the A&R expertise that the IMF mission teams may lack; second, providing an independent voice that boosts credibility with local authorities; finally, offering practical, ad-hoc implementation support (from terms-of-reference drafting to climate hazard maps, such as in Tanzania, which is now used as references across ministries) that converts policy conditionality into executable plans

2.4. Summary of opportunities for improvement in next phase

AAAP's portfolio coverage could be further strengthened by incorporating currently missing themes and fostering greater cross-pillar collaboration.

AAAP can strengthen its thematic and operational coverage and unlock greater cross-pillar value by: (i) systematically expanding the Food-Security vertical to address livestock and One Health — newly introduced thematic areas in 2024 — noting that while many projects already integrate food, livestock, and fisheries, there is scope to deepen and scale this coverage, including on climate-driven infectious diseases; (ii) recalibrating the Adaptation-Finance pillar by redirecting effort from low-yield accreditation support toward interventions proven effective in Phase I: Enhanced Direct Access (EDA), country platforms, and climate-risk technical assistance for banks; and (iii) institutionalising knowledge-sharing mechanisms so that assets such as the climate-risk stress-test tools developed in Adaptation Finance routinely inform the Food-Security and Infrastructure & Nature-based Solutions teams. Delivering these priorities will require tighter internal coordination, a centrally governed policy stream anchored in the IMF-RSF. Critically, it will also depend on systematically embedding Locally Led Adaptation (LLA) capabilities across every sectoral pillar, supplemented by a focused and targeted effort to support development policy operations of WB and AfDB, to ensure community-generated insights feed directly into diagnostics and investment design, sharpening thematic focus and execution.

> "The current program's scope exceeds available resources; a sharper thematic and geographic focus is warranted to improve depth and results."
>
> Donor representative

AAAP can enhance the resilience and scalability of its activities by broadening critical capabilities beyond core staff, diversifying its partner mix, including deeper private-sector and systemic-change engagement, and accelerating the contractor procurement process.

With AfDB and WBG accounting for ~90% of IFI-approved projects, AAAP can reinforce the sustainability of its pipeline by institutionalising and diffusing across the organisation the expertise needed to originate projects—early, senior-level access to MDB pipelines and deep knowledge of their inner workings that currently resides with a limited group of staff. At the same time, AAAP should broaden sourcing to additional IFIs and widen its partner portfolio to include national and community stakeholders, private-sector developers, corporates, investors, and other downstream partners beyond IMF, LLA and Youth ADAPT beneficiaries. In addition, improving procurement process to hire external consultants is important. The current procurement process is seen as long and complex, taking up to 2-3 months (in some cases) to hire a consultant. Addressing challenges in procurement would allow the UFF to respond faster and scale support across new partners. Some progress is already visible, with the Food Security and Infrastructure and NbS pillar connecting to other IFIs such as IsDB, EIB, and IFAD, underscoring the potential for more inclusive engagement across all pillars. This diversification would catalyse private finance alongside IFIs, embed proven adaptation practices into national policy and regulation, and build local capacity that reduces dependence on external consultants. By doing so, AAAP would progress from an enabler to a primary driver of systemic change, an evolution already demonstrated by LLA initiatives such as the Rwanda Pro-Poor Development Basket Fund.

AAAP can ensure broader stakeholder recognition and buy-in by clarifying its external narrative and showcasing measurable impact.

Although the internal performance of AAAP's upstream financing facility has been strong, many external audiences that are not directly involved in projects find it difficult to understand its work. AAAP should craft a clearer, more accessible narrative, anchored in tangible impact stories and tailored for non-technical stakeholders, then share accumulated knowledge and insights in a more systematic

way. Linking evaluation and learning outputs from the MEL function to this external narrative will help ensure impact is visible and understood beyond immediate project counterparts. Connecting programme delivery to the UFF's knowledge and advocacy cycle, expanding the Global Hub's focus beyond LLA would make the value proposition easier to understand and help manage expectations. The Hub's case study map, Champions Awards and annual Stories of Resilience report already convert lessons from Homa Bay, Mukuru and Nyabihu into insights with global relevance. Regularly highlighting similar examples will sharpen AAAP's profile and extend its capacity to shape agendas among partners, donors and policymakers.

> "AAAP's theory of change is unclear; it is difficult to summarize it in one sentence."
>
> Donor Representative

AAAP's measurement systems are not yet fully tailored to its delivery model, limiting visibility on outcomes and attribution, hindering consolidation of knowledge and diffusion of learnings.

Despite the UFF delivering high-quality support, its measurement framework would benefit from stronger mechanisms that track immediate and intermediate outcomes, especially the uptake and application of recommendations once projects are approved. AAAP should make its monitoring, evaluation and learning processes consistent across all pillars and record clear metrics for gender inclusion in every project. It can also extend the benefit–cost analysis already applied to infrastructure interventions, such as the Tanzania Rail Project with an internal rate of return above 20 percent, to Food Security, Youth & Jobs, Adaptation Finance and other areas by defining cost-effectiveness benchmarks, value for money metrics, uptake indicators and sector-specific return profiles.

> "I would like to see the economics strengthened; more work on benefit–cost ratios, modelling and empirical grounding.
>
> Senior Director at an IFI

Overall, AAAP was able to hone its execution model in AAAP 1.0, demonstrating a high level of agility, being willing to start new activities and halt those that proved ineffective, and managed to deliver on its overarching goals. The UFF's ability to deeply intersect with IFIs processes and build this momentum within its inaugural program is both commendable and creates a strong basis to further evolve, while also showing favourable value-for-money by using a lean TA budget to drive high-impact outcomes.

With the growing urgency of climate change impacts across Africa, AAAP is expected to remain highly relevant and likely very distinct as it moves forward, helping to sustain momentum in adaptation finance flows and support countries in strengthening their resilience.

Image: Port of Banjul climate-resilient expansion project, Gambia

3. Pillar-by-pillar evaluation

3.1. Food Security

Overall OECD DAC+ Grade: Good

The Food Security pillar has been successful in identifying and targeting the right set of solutions to strengthen food systems resilience in Africa leveraging appropriate digital tools, forming strategic partnerships with CGIAR, and facilitating the deployment of relevant technologies and innovations to smallholder farmers who need them most. GCA's distinct value-add lies in its deep understanding of IFI processes enabling it to anticipate institutional needs, draft tailored Terms of Reference (TORs), and act as a quality assurer with strong due diligence and technical oversight. This has been a key enabler for both IFIs and technical partners, with outcomes that may not have been achievable without GCA's involvement. Additionally, the Food Security pillar has successfully expanded the range of IFIs drawing on its support. The number of IFIs engaged increased from one in 2021 (AfDB), to four in 2024 (AfDB, WBG, IFAD, and IsDB), showing the growing recognition of AAAP's upstream value.

However, there is significant room to improve the program's effectiveness, and efficiency. The program has fallen short of its $10 billion IFI shaping target, having reached only $5 billion in board-approved projects. Stakeholder interviews note this gap is mostly driven by a combination of strategic and operational constraints. Initially, the program followed a project-by-project approach with limited role in helping to shape IFIs and access to larger opportunities. These issues were compounded by low staffing levels with improvements only beginning in late 2022 and stabilizing through 2023–2024. Also, the absence of a minimum ticket size threshold, resulting in a budget spread across numerous small-scale projects.

On impact, GCA's activities have contributed to meaningful immediate and intermediate outcomes, despite operating through an upstream delivery model. Examples include government budget allocations informed by GCA's analysis and the brokering of an MoU between NIMET and MTN under the LPRES project to roll out digital advisory services to farmers. Similarly, in the Ghana Tree Crop project, GCA's recommendations led to additional government commitments to fund key implementation activities. However, the monitoring of these outcomes remains inconsistent. The current results tracking system lacks the robustness needed to serve as credible evidence for external stakeholders unfamiliar with GCA's work, and would benefit from clearer, more systematic capture of intermediate impact.

Finally, performance has been mixed on sustainability and inclusion. While several projects have included capacity-building efforts aimed at sustaining impact beyond GCA's direct involvement, the systematic integration of gender considerations remains limited. Gender inclusion is often only reflected in final outcome targets, with minimal attention to integration during project design or implementation.

Core case studies referenced in this evaluation

Each case study illustrates a representative sample across thematic areas, IFI partners, type of GCA support, geography and timeline of support. The full OECD-DAC+ assessment for these case studies is found in appendix (see Chapter 6). These projects will be referenced in the subsequent sections as they provide a holistic view of the pillar's portfolio.

1. **Livestock Productivity and Resilience Support Project (LPRES), Nigeria: Good**

   GCA's support on the LPRES project added technical depth, particularly by guiding project design and IFI investments toward high-priority geographies and tailoring technologies through climate-risk assessments and micro-regional livestock typologies. The work aligned well with national strategies and complemented existing World Bank initiatives. All agreed outputs were delivered on time; however, there is room for improvement in tracking intermediate outcomes such as the MoU

brokered between NIMET and MTN to deliver location-specific advisories to millions of farmers. Additionally, gender and youth integration were limited, underscoring the need for a more inclusive approach to project design and implementation.

2. **Food Security Resilience Project (FSRP), Ethiopia: Good**

   GCA added technical value to the Ethiopia FSRP project by filling key design gaps through micro-level risk maps, adaptation matrices, and an ROI analysis for digital advisories providing critical detail for both IFI resource allocation and government implementation. While GCA also invested in stakeholder engagement and drafted gender and social inclusion modules to support a 30% female adoption target. Originally designed as an Ethiopia-specific investment, the project was subsequently integrated into the $2.8 billion regional Food Systems Resilience Program. The technical work is being utilised within the regional program and elements have also been applied in other initiatives, such as the AfDB's wheat (CREW) project, indicating scope for continued relevance.

3. **Climate Resilient Wheat Value Chain Development Project (CREW), Ethiopia: Good**

   GCA provided tailored technical input to the Ethiopia CREW project by filling gaps in project design-delivering risk maps, adaptation matrices, and digital advisory blueprints aligned with national wheat strategies, building on earlier work under the Ethiopia FSRP. The project showed strong alignment with national priorities, no cost overruns, and leveraged CGIAR innovations effectively. However, CGIAR partners noted that tight timelines for technical assistance calls (1 month) and direct contracting outside CGIAR hubs created coordination and visa challenges impacting overall project efficiency.

4. **Inclusive Agri-food Value-Chain Development Programme (PROCAVA), Mozambique: Good**

   GCA added value to the AfDB's PROCAVA project by filling critical design gaps through hazard mapping, farmer typology analysis, and seed-system diagnostics, which were not detailed in the original loan design. The collaboration with CGIAR partners (IITA and ILRI) is strengthening institutional capacity through training for local seed producers and extension staff, while the inclusion of a revolving fund and private-sector off-takers aims to ensure sustainability post-GCA. While disbursement risk is rated low, operational risk is moderate due to early-stage PIU delays.

5. **Sustainable Agricultural Production Program II (SAPP-II), Malawi: Good**

   GCA strengthened the IFAD-funded SAPP-II project by providing climate hazard analysis, adaptation prioritization, and national DCAS/EWS roadmaps, which enabled the Ministry of Agriculture to better target interventions and integrate disaster-risk management. Early uptake of GCA outputs by IFAD, including their use to pitch for additional climate finance, reflects potential policy shaping. While the project promotes gender-transformative approaches and inclusive training participation, the monitoring framework lacks indicators on women's decision-making and digital access highlighting an area for improvement.

6. **Tree Crop Diversification Project (TCDP), Ghana: Good**

   GCA added value to the Ghana TCDP by providing vulnerability maps, crop suitability projections, and an adaptation-options matrix, enabling the Ministry of Food & Agriculture and the World Bank to prioritize stress-tolerant varieties, shade-based agroforestry, and digital e-extension services. GCA's work informed the selection of 12 climate-resilient varieties, with the government committing domestic funds for demonstrations and extension training. However, delivery was slowed by parallel contracting of CGIAR centres, and there was limited synergy with other AAAP pillars or private sector actors playing within the space to expand scope of impact and their role in shaping outcomes. While the project targets 38% female adoption and includes bespoke training for women extension agents, CGIAR recommended early field engagement to strengthen implementation.

7. **DCAS Training for Smallholder Agriculture (Non-IFI), Central Africa: Adequate**

   GCA's DCAS training workshop equipped stakeholders with tools on remote sensing, DCAS principles, and business model design for last-mile delivery critical to improve yields in the region. While the hybrid format expanded reach cost-effectively, the project lacked codified knowledge outputs and had notable gaps in participation, with female representation below parity (35% on-site, 18% online) and no inclusion of Indigenous peoples or persons with disabilities.

8. **Growth Opportunities Program for Results (ZAMGRO), Zambia: Good**

   GCA provided upstream analytics, digital-adaptation blueprints and capacity building which helped raise the climate relevance of a national P-for-R operation and hand the government a suite of ready-to-use CSA tools. Consolidating cross-pillar linkages, embedding robust VfM tracking, and accelerating gender- and youth-disaggregated outcome monitoring will move the project from strong foundations to demonstrable, inclusive impact.

3.1.1. Introduction to GCA's Theory of Change for the Food Security Pillar

GCA seeks to enhance food security across Africa by working "upstream" that is, engaging early in the project cycle to shape the quality of IFI investment design and institutional capacity before large-scale deployment. Its work spans three core streams of activity that collectively aim to shape how climate adaptation is integrated into IFI-financed projects.

First, GCA delivers technical assistance to inform climate-smart investment decisions. This includes climate risk assessments, conducted across ~32 projects, representing over 50% of the food security portfolio. GCA also develops Digital Adaptation Profiles and supports governments in integrating or formulating their National Adaptation Plans, with over 50 studies, strategies, and reports released under the pillar as of December 2024.

Second, GCA invests in capacity building through regional masterclasses and training programs. To date, it has hosted 17 training courses and workshops across West, South, Central and East Africa, each tailored to regional needs. For example, in partnership with AfDB and the Wangari Maathai Institute (WMI) at the University of Nairobi, GCA co-organized a regional training workshop targeting officials from agricultural ministries, extension services, national research institutions, NGOs, youth organizations, women agribusiness groups, and national meteorological departments. The workshop brought together 86 participants from 12 East African countries, who reported increased understanding of Digital Climate Advisory Services (DCAS) and improved readiness to develop forecast-verification systems, extension advisories, and Training-of-Trainers (ToT) models for farmers and pastoralists.

Third, GCA collaborates with technical partners such as CGIAR to ensure that existing innovations developed by CG centres are tailored to local contexts- e.g., flood/heat/drought resistant varieties, deployed in the most relevant countries, and scaled effectively. This is achieved by introducing these technologies to key local stakeholders, including government agencies, extension agents, and farmers' cooperatives. GCA plays a critical role in matching the existing stock of CGIAR technologies to the diverse on-the-ground realities, selecting the most appropriate CG centres and innovations based on their relevance to specific country needs and conditions.

Collectively, these efforts have produced over 20 solutions that have been scaled, mainstreamed, or replicated by external stakeholders. Outputs also include a range of knowledge products, institutional tools, and skills transfer through masterclasses. While the results framework references immediate, intermediate, and final outcomes, current tracking follows IFIs existing reporting and applies 100% recognition of project level outcomes to GCA activity which overstates GCA's contribution given its upstream role. To better capture the full scope of its impact, there is a clear need to systematically track intermediate indicators, such as government budget allocations, policy commitments, or requests for

further GCA support. Stakeholder interviews suggest these types of outcomes are already materializing in some projects, but no structured mechanism exists to monitor them.

According to GCA's theory of change, achieving upstream activities and outputs should eventually shape downstream final outcomes—such as jobs created, farmers and pastoralists using DCAS, and institutional capacity built. Over time, these final outcomes are expected to translate into broader societal impacts, including improved food security, better livelihoods and incomes for smallholder farmers, and increased private-sector investment and market resilience. To improve the current theory of change, GCA must go beyond documenting outputs and begin to define and track the most relevant KPIs that reflect its enabling role. This includes aligning KPIs with its delivery model and developing a surrogate outcome methodology as outlined in section 5.2 on impact pathways to strengthen measurement of its true contribution to climate adaptation outcomes.

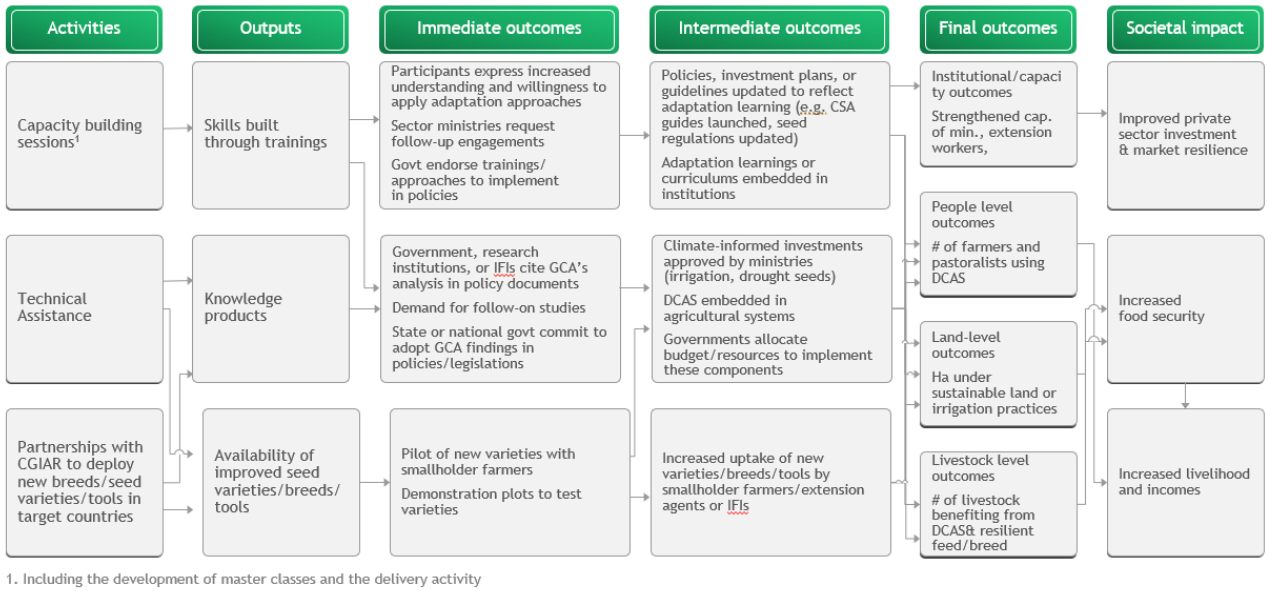


Figure 10: AAAP's Theory of Change under the Food Security pillar

3.1.2. Main evaluation

Fit for purpose- Relevance and Coherence

Africa's food systems face severe climate risks, while at the same time, agriculture employs 60–70% of the workforce. This is worsened today by the large gaps that exist 'from lab to farm'. Digital solutions being developed are still small-scale, with many in the pilot stage reaching only 13–35% of smallholder farmers of which only 25% of users are women. So, there is a gap in the scale of deployment of adaptation solutions, and this gap further widens when disaggregated by gender.

This is caused by bottlenecks in funding, R&D, and uneven access due to poor extension systems (a 1:2,000–1:10,000 extension ratio in Africa, according to AGRA, versus the recommended 1:500). GCA aims to address some of the challenges that these gaps create, by playing a tactical role across the value chain working upstream on knowledge products (over 50 reports and studies released) and innovation through technical assistance and partnerships with CGIAR (over 70% of projects in the pillar) to deploy solutions from CGIAR labs to the farm, and then downstream to scale these solutions to end beneficiaries through "Train the Trainer" sessions and use of demonstration plots. This signals their main additionality as the broker of solutions. GCA then works with CGIAR to ensure seeds and breed varieties are available for use and spread to different farmers.

GCA's uniqueness lies in being adaptation-focused, working upstream with research and innovation, while bridging the gap with the implementation side. Most importantly, their deep understanding of IFI processes enable them to anticipate and surface institutional needs, write the TORs to address these needs, and act as quality assurers with strong due diligence ensuring that, once the TOR is signed, the project is delivered on time and with the right quality. All of this highlights the additional role GCA plays for both IFIs and technical partners, which might not have been as effective without GCA's involvement.

However, there is a clear opportunity for GCA to expand its strategic vision and broaden the scope of its Food Security pillar by increasing investment in livestock-focused innovations and technologies, particularly those aligned with One Health adaptation approaches. While GCA is recognized for its significant financial commitment to digital climate advisory services, there is an opportunity for GCA to demonstrate thought leadership in the area of digital agriculture. In addition, there is a need to extend technical assistance to address critical bottlenecks that have been previously identified by GCA itself, such as digital literacy among farmers a challenge highlighted in its annual results report. Other key areas including irrigation finance, post-harvest loss reduction, and nutrition remain underrepresented across the portfolio and are not yet core focus areas of the pillar.

Performance against objectives- Effectiveness

The Food Security pillar has shaped ~ 30 IFI board-approved projects worth $5 billion, up from $3 billion two years ago. With an additional $2.7 billion in pipeline projects (not yet board-approved, but including two large projects valued at US$1.3 billion that were firmed up, with Board dates shifted from June to September 27 and September 28, 2025, respectively), the total shaping potential stands at $7.8 billion leaving a shortfall of $2.2billion towards its $10 billion shaping goal *(see figure below)*. The early underperformance of the pillar can be attributed to a combination of organizational and strategic factors. As noted in previous review reports and stakeholder interviews, the program initially adopted a more tactical, project-by-project approach rather than a cohesive, strategic engagement model, limiting its ability to build sustained role in shaping IFI engagement. Furthermore, relationships with IFIs particularly at the senior level varied in strength, which may have constrained access to larger, high-impact opportunities.

These challenges were compounded by operational constraints, including low staffing levels, as highlighted in internal reporting, staffing only began to improve in late 2022, and it was not until 2023 that a more adequate staff complement was in place. Recruitment continued into 2024 to match the scale of the program's ambitions, which were initially misaligned with available resources. Only recently has the program begun to reach a realistic balance between staffing and workload, enabling more consistent and strategic engagement.

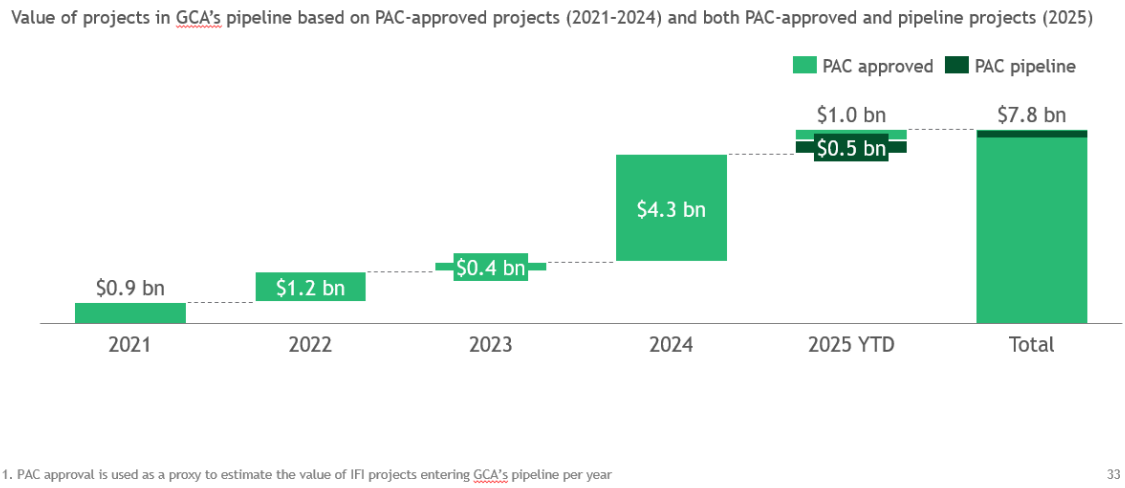


Figure 11. Value of projects in AAAP's pipeline for Food Security Pillar

On other targets, the pillar has surpassed its country coverage goal (over 30 countries reached versus a target of 26), but it is still far from its beneficiary reach target: just over 20 million beneficiaries reached out of 38 million targeted. Gender focus across most projects is still tracked mainly at the level of final outcome indicators (e.g., % proportion of individuals that are women). Although gender integration has increased in recent projects, particularly when compared to earlier ones where it was almost entirely absent, this progress remains uneven rather than being embedded in design choices or implementation processes. While stakeholder interviews cite examples of gender inclusion during project design, these are not reflected in project documentation. Of the seven sample projects assessed during the evaluation, only one project Ethiopia CREW had gender explicitly embedded in both design and implementation. Three projects PROCAVA, Ghana Tree Crop, and ZAMGRO included some elements of gender inclusion, but only at the level of final outcomes. In contrast, earlier projects such as LPRES and the Ethiopia Food Resilience Program had limited or no mention of gender integration, either in their design or stated outcomes.

Key result indicators	Targets	Actual	Delta
Investment shaped	$10 billion	$5.1 billion	$4.9 billion ($2.7 billion in current pipeline)
Countries covered	26 countries	Over 30 countries	Nil
# of beneficiaries	38 million	20 million	18 million

Efficiency of GCA's spend- Efficiency

GCA's current budget allocation on PAC approved projects reflects an imbalance between investment scale and budget efficiency. A small number of high-value projects-Top 14 projects account for nearly 75% of the total IFI investment shaped yet receive less than 50% of the program budget. In contrast, the ten smallest projects absorb ~ 25% of the budget, while contributing to only 8% of the overall investment shaped. Addressing this imbalance is essential to ensure that limited resources are directed toward higher-impact, large-scale investments. Stakeholder interviews further validate the fact that more attention should be paid to selecting larger projects, as the time commitment required for any specific IFI project is about the same, irrespective of whether it is large or small.

Also, of the pillar's ~$11 million budget, about $6.2 million (~54%) is earmarked for the climate-smart crop production thematic area, $1.9 million (~17 %) is channelled towards livestock, $2 million (22%) for climate smart digital adaptation technologies (incl. GIZ Grant for capacity building workshops) and $800k (~7%) for tree crops and agroforestry business line. This distribution highlights GCA's current tilt toward crop-related work and digital solutions.

Evidence of Impact- Impact

GCA's upstream delivery model is unique in that it occurs before large-scale project implementation, which makes direct attribution to final outcomes challenging due to the long lead times involved. Recognizing this, the UFF has begun to revise its MEL framework to focus on outputs (over 70 studies, reports and strategies released) as well as immediate and intermediate outcomes. These intermediate outcomes such as over 60 million livestock benefiting from DCAS, 615,000 hectares cultivated using DCAS, and 700,000 hectares under sustainable land management, are designed to contribute to final outcomes.

Project examples illustrate that GCA's activities and outputs are already yielding visible progress and early uptake, signalling momentum toward final outcomes and boosting stakeholder confidence in achieving broader societal impact.

Examples include:

- In the LPRES project, GCA supported efforts to increase herders' access to DCAS and improve livestock productivity. This led to the signing of an MoU between NIMET and MTN, with MTN committing to send location-specific advisories to millions of farmers demonstrating private sector uptake of adaptation insights
- In Ethiopia's CREW project, GCA trained ~200 extension agents and enabled personalized SMS advisories, now reaching nearly 2,500 farmers across four regions. An ex-ante ROI study conducted under this project showed a strong positive net present value (NPV) for digital advisories, indicating that GCA's activities are already reaching end beneficiaries and showing strong potential for livelihood improvements.
- In the PROCAVA livestock project in Mozambique, GCA's collaboration with CGIAR contributed to a government decision to establish a revolving poultry sector fund and build a climate-resilient slaughterhouse with capacity for 1,000 birds per hour—a significant step toward boosting sector productivity and farmer income.
- In the Ghana Tree Crop Project following GCA's recommendation on stress-tolerant crop varieties, the government committed domestic funds to finance demonstration plots and expand training programs for extension agents, reflecting increased national ownership.
- On the Malawi SAPP project, the IFAD Country Director reported using GCA's analytics to successfully pitch for additional adaptation funding during COP, showcasing GCA's value contribution at high levels.

These examples represent strong intermediate outcomes emerging from GCA's activities across target countries and provide early evidence that these upstream investments have high potential to drive final outcomes.

Stakeholder interviews further validate GCA's contribution and additionality. In the LPRES project, one stakeholder confirmed that the data and support provided by GCA enabled NIMET to secure national budget approval to establish robust weather stations across Nigeria's six geopolitical zones, a result that may not have been possible without GCA's evidence-based inputs. Similarly, in the Ethiopia CREW project, stakeholders emphasized that detailed climate assessments and risk analysis provided by GCA were critical to the effectiveness of the technology deployed.

However, many of these immediate and intermediate outcomes are not consistently captured in GCA's results tracker and are instead referenced in stakeholder interviews, CGIAR briefs, and anecdotal reports. To enhance its evidence base, especially for external stakeholders; GCA must improve its ability to track impact. There is a strong opportunity for GCA to develop its own metrics and frameworks, positioning itself as a pacesetter in climate adaptation impact tracking, particularly in data-scarce environments. (see section 5.2 on pathways to developing surrogate impact indicators).

In conclusion, despite the long-time horizon required to achieve final outcomes, GCA's upstream activities are already delivering tangible, early results, including some that reach end beneficiaries. These signals of progress when combined with continued momentum and improved tracking suggest a high likelihood of achieving the intended outcomes and societal impact envisioned across its portfolio.

Strengths in Approach and Delivery- Effectiveness and Sustainability

GCA's core model is built on its ability to bridge the gap between upstream R&D and field-level deployment, helping ensure that field-ready technologies are not only piloted but deployed at scale. This is achieved through a three-pronged approach:

- Project-specific technical assistance (TA)
- Capacity building to drive broader uptake
- Knowledge products to support dissemination and replication.

This model is highly valued by technical partners like CGIAR and IFIs, as it brings both the technical depth and rigor necessary to make results more effective and scalable.

A key differentiator for GCA is its deep understanding of IFI systems and operational processes, allowing it to offer highly customized, contextually relevant support tailored to the needs of each project—an element that is crucial to successful implementation.

GCA also demonstrates a wide range of strengths in how it works with IFIs and technical partners, including:

- A clear advantage in identifying the most appropriate CGIAR centers for different country contexts or climate needs, and in tailoring innovations such as stress-tolerant crops, improved livestock genetics, and digital tools to specific stakeholder priorities.
- The ability to co-develop solutions with local stakeholders, ensuring strong ownership and alignment before submission to IFIs. According to a stakeholder interview, this has been a key success factor in many of GCA's projects under this pillar.

A strong focus on local capacity building, supporting sustainability by providing structured, evidence-based project design that many governments would not have the capacity to deliver independently. Technical partners like CGIAR also benefit, as their innovations are applied more effectively and at scale.

Areas for improvement:

While GCA's contribution is recognized, evaluation findings highlight the need to translate its shaping role into more consistent and accelerated delivery. Six key areas for improvement emerged:

- **Limited strategy for lead and project generation:** Projects generated into GCA's pipeline are often based on existing relationships with IFI partners and observed to be more "reactive rather than proactive." Technical Partners report that GCA sometimes engages them too late in the IFI project design process, providing only a few months to design solutions. This compressed timeline can compromise the quality of work, limiting the depth of engagement for example, teams are sometimes unable to conduct ground-truthing due to delays in securing visas.
- **Gender inclusion in design:** There is a need for more systematic integration of gender considerations in both project design and implementation. While some individual projects reflect good practices (for example, the BREFONS case study, conducted a comprehensive gender analysis to inform the development of tailored toolkits for gender-sensitive solutions) this approach is not consistently reflected in project documentation and is not embedded systemically across the portfolio. In contrast, other pillars such as Youth & Jobs demonstrate stronger integration of gender-responsive approaches in both design and delivery, highlighting an opportunity for the Food Security pillar to strengthen its practices in this area
- **Need to improve data gathering and use of surrogate indicators to track impact:** As previously noted, most of the results currently tracked remain at the IFI level, making it difficult for GCA to clearly demonstrate its value and impact particularly when communicating budget relevance to external stakeholders. There is a pressing need to improve both the type and quality of data collected,

ensuring the comprehensive capture of project insights, including the status of IFI projects beyond board approval. For full transparency, GCA should also begin tracking projects that are dropped or discontinued after approval, such as the Food Security Resilience Project by the World Bank in Ethiopia, to better understand the underlying reasons and strengthen learning loops. In addition, given the extended timeframes between GCA's upstream activities and on-the-ground results, there is a clear need to identify and apply surrogate indicators that can provide earlier signals of impact, allowing for more timely progress tracking and adaptive management.

- **Position as a climate adaptation "driver":** Stakeholder interviews indicate that GCA faces challenges in engaging effectively where there is no clear climate champion or mandate to drive adaptation within a project, IFI, or CGIAR centre. In contrast, it is significantly easier for GCA to plug into institutions or initiatives with a defined adaptation agenda or targets. This presents an opportunity for GCA to better position itself as a proactive driver of climate adaptation, particularly in contexts where the mandate does not yet explicitly exist. To increase its impact, GCA could adopt a more strategic approach to shaping climate narratives and priorities within partner institutions, helping to catalyze adaptation ambition even in projects or organizations that do not currently prioritize adaptation. Taking on this role would reinforce GCA's value proposition as not just a technical partner, but a transformational actor in advancing climate adaptation across systems.
- **Opportunity to improve One Health specific adaptation innovations:** While food-system resilience spans both crops and livestock, the current project portfolio with CGIAR partnership remains heavily skewed toward crops, with 13+ crop-focused projects compared to only 2 livestock-related initiatives. This presents a clear opportunity for GCA to broaden the scope of innovation in the Food Security pillar by expanding investments in livestock-focused innovation and technologies, particularly those aligned with One Health adaptation approaches. With potential to result in human-health gains, animal-health and productivity improvements, through climate-resilient breeds and better husbandry practices, stable supplies of animal-source foods and income for smallholders and environmental co-benefits, such as improved manure management, which reduces pathogen loads in water and contributes to lower greenhouse gas (GHG) emissions.
- **Opportunity to expand private sector engagement:** GCA has an opportunity to broaden its engagement with the private sector, especially as many digital agriculture innovations in Africa have been led by private-sector actors. To support this, GCA could consider expanding its IFI partnerships to include private sector-focused institutions (e.g., IFC, BII), which may offer more suitable platforms for crowding in private investment during implementation. Several of GCA's existing technical offerings—including resilient production systems, digital advisory services, and drought-tolerant seeds—are well-aligned with private-sector needs. Leveraging these entry points could enhance scale and impact while remaining within GCA's core mandate.

FOOD SECURITY IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
I. $ in approved investment projects reflecting adaptation solutions brokered or where adaptation finance solutions were shaped	*USD*	10,440,000,000	5,048,842,160
1) MDB lending (SO and NSO)	*USD*	9,140,000,000	4,511,553,889
2) Public sector	*USD*	4,940,000,000	216,781,622
3) Private Sector	*USD*	300,000,000	24,120,100
4) Other - grants, CF, etc	*USD*	-	296,386,549
H. # of individual beneficiaries targeted through approved investment projects informed by GCA	*#*	38,631,400	18,719,816
1) % proportion of individuals that are women	*%*	160	48

FOOD SECURITY IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
G. # of jobs targeted by GCA solutions including through investment projects (indirect) and GCA-supported entrepeneur and job programs (direct)	#	-	-
1) # of jobs created by GCA-supported entrepreneur and job programs (direct)	#	-	-
2) # of jobs expected to be generated by approved investment projects informed by GCA (indirect)	#	558,000	759,350
F. Sector level results targeted through approved investment projects informed by GCA:		-	-
P1. # of livestock benefiting from DCAS	#	10,400,000	60,840,928
P1. # of hectares cultivated using DCAS	#	8,305,000	614,200
P1 and P2. # of hectares under sustainable landscape management practices	#	-	1,123,492
E. # of GCA solutions and methodologies provided to external stakeholders	#	-	-
1) # of Board-approved MDB or Multilateral Climate Fund investment projects for which GCA is contributing its expertise on climate adaptation	#	44	25
2) # of instances where GCA solution has been brokered (excluding MDB projects counted under E1)	#	-	-
D. # of policies and development strategies endorsed by government that are informed by GCA research and support	#	-	-
C. % proportion of GCA training participants that report experience of strengthened capacity, skills, and/or empowerment for adaptation action	%	-	-
B. # of intergovernmental, institutional, organizational and association collaborations brokered by GCA	#	-	1
A. # of international climate adaptation agreements reached with GCA support and analysis	#	-	-

FOOD SECURITY OUTPUTS	Units	Total Targets	Total Achieved
11. # of climate adaptation knowledge solutions brokered and finance solutions shaped	#	33	***111***
P1: # of climate adaptation solution packages for adapting livestock management	#	-	*3*
P1: # of climate adaptation solution packages for climate-resilient crop production	#	-	*15*
P1: # of climate adaptation solution packages for tree crops and agroforestry as a buffer against climate change	#	-	*1*
All pillars: # of (other) studies/assessments/reports	#	33	72
All pillars: # of Masterclasses or training courses	#	-	19
10. # of GCA interventions and engagement to provide inputs to strengthen policies and development strategies	#	8	1
9. # of individuals trained through in-depth GCA training	#	1,667	291
a) % proportion of women	%	-	31

FOOD SECURITY OUTPUTS	Units	Total Targets	Total Achieved
b) % proportion of youth	%	-	-
c) % proportion of students	%	-	-
d) % proportion of community leaders	%	-	-
8. # of countries represented in convenings by head of state and government or ministers	#	10	1
7. # of GCA-led convenings for climate adaptation action	#	18	5
6. # of GCA-led policy-oriented products	#	-	4
a) # of People's Adaptation Plans	#	-	-
5. # of high-visibility debates and milestone events that integrate GCA's inputs	#	47	21
4. Media uptakes and digital engagement:		-	-
a) # of instances of GCA communications products (press releases, op-eds, blog posts, etc.) being picked up by the media (print and online)	#	-	-
b) # of impressions generated by GCA social media posts across platforms	#	-	-
c) # of online visits to the GCA website	#	-	-
3. # of citations of GCA publications	#	-	8
2. # of organizations seeking GCA knowledge and advisory support	#	25	9
1. # of knowledge publications and applied research products	#	-	16

3.1.3. Value for Money

Project context & GCA's activities

The Build Resilience for Food and Nutritional Security in the Horn of Africa (BREFONS) project in partnership with AfDB, was chosen as the focus project for the Food pillar. The project targets pastoral and agropastoral communities in Djibouti, Ethiopia, Somalia and South Sudan. Working upstream, GCA invested ~$652k[1] in technical assistance to map climate-risk "hot spots", convene key stakeholders such as government, ag-tech firms and producer groups, to shape seven detailed concept notes in Djibouti. The notes, ranging from climate-smart seeds database to fish and crops market platforms, and a digital climate-advisory service (DCAS), include details on timelines, potential partners, strategies to enhance future progress, etc. They are modular and built to be scalable across the other three countries with minimal adjustment.

Project benefits

The project's anticipated results show high potential for delivering **favourable Value for Money (VfM)**. The estimated value comes exclusively from the projected uplift in farmer incomes (via avoided crop and livestock losses) generated by GCA's seven digital adaptation solutions. The costs associated with this include the upfront capital of ~$24 million[2] and O&M of ~$23 million directly tied to these solutions because these are directly attributable to GCA. Using those costs and the benefits the adaptation solutions could unlock, we estimate an NPV of ~$85 million, BCR of 3:1, and and IRR of ~36% over a ~25 year period. This

[1] Converted from EUR 557,500 using $1.17: €1 conversion
[2] Estimated ~$0.8 million as cost of 1 concept note;

estimated BCR of 3:1 sits within the ~2–6 range typical of well-performing adaptation investments in Africa[3], consistent with agricultural and food security projects that, deliver lasting productivity gains and resilience benefits for many households.

Relative to AfDB's baseline appraisal (NPV ~$26 million; IRR ~ 32 %), elevating DCAS through GCA's concept-note package has the potential to generate an additional ~$59 million[4]—more than tripling the project's economic return in principle. The additional value stems from wider and deeper use of digital climate-advisory services, that equips farmers with access to key information such as better weather information, guidance on higher-yield seed varieties, farming methods, and more reliable market access information, proven levers for reducing crop and livestock losses and securing better sale prices for stakeholders.

Further impact is seen from GCA activities, by forming a strategic partnership with a local women's union, GCA effectively embedded gender considerations into project solutions, reinforcing sustainability and inclusivity that otherwise might have been overlooked in this case. The DCAS also help to reduce dependence on food imports and improve nutrition through access to fresher, less-processed foods. Based on stakeholder interviews, it was also identified that there is potential for the concept notes to be used by other stakeholders outside this project, which add impacts and increased the numbers beyond what we have stated above.

The scale of benefit typically depends on partner follow-through, so if 75%[5] of the recommended actions are implemented, the NPV is ~ $64 million, at 50%[6] it remains high at ~$43 million; but at 25%[7] it slips to ~ $21 million, below AfDB's counterfactual[8]. Although, given the depth of local stakeholder engagement and the practicality of the concept notes, uptake is expected to track the mid-to-high range.

Implementing the seven concept notes is expected to require up-front[9] and recurring costs[10] estimated at ~$47 million, relative to GCA's spend, that gives a contribution ratio[11] of 1:244. The work done was also aligned with IFI commitments of ~ $ 226 million, resulting in an shaping ratio[12] of 1:376, demonstrating how the TA provided by GCA can mobilise substantial external funding.

Overall, the projected returns and leverage metrics indicate that GCA's targeted, community-focused inputs have the potential to deliver favourable value for money.

[3] Benchmarks: World Bank's Assessment of Food Security Early Warning Systems for East and Southern Africa (Link), WB's Corridors without Borders in West Africa (Link); CGIAR's climate-smart agricultural practices among smallholder farmers (Link), CCC Electrifying Rural Ghana (Link) | Note: Agricultural and food security interventions often towards lower end of range due to smaller per-beneficiary returns and shorter asset life cycles compared to large-scale, long-lived infrastructure
[4] $85 million from GCA uplift scenario minus $26 million from AfDB PAD
[5] High uptake scenario: Strong political will, and some milestones have already started being achieved
[6] Medium uptake scenario: Some political will with execution under strained capacity
[7] Low uptake scenario: Low political will and budget and procurement delays slowing roll out
[8] AfDB BREFONS Project Appraisal Document
[9] Incl. software/platform build out, limited hardware (e.g., QR labels, GPS trackers), training, etc.
[10] Incl. helpline staff, data hosting, etc.
[11] Contribution ratio: (total funding directly committed to adaptation solutions recommended by GCA ÷ GCA spend) – counts only dollars that can be clearly traced to GCA's recommendations
[12] Shaping ratio: (total finance shaped by GCA ÷ GCA spend) – captures every $ the programme helped shape, even if attribution is indirect

3.2. Infrastructure and Nature-Based solutions (NBS)

3.2.1. Summary of pillar and case study assessment

Overall OECD-DAC+ Grade: Excellent

The Infrastructure and Nature-Based Solutions pillar is highly relevant to Africa's adaptation priorities. Across ports, corridors, water schemes and urban programmes, every case study shows a tight fit with national plans and IFI investment needs. High-resolution stress tests at the Port of Cotonou, nationwide asset screening in Ghana and community-led risk profiling in Liberia all complemented the work of GCA's stakeholders, directly embedding climate logic into investments, planning guidelines and policies.

Coherence is solid within individual projects but can improve across the AAAP portfolio. Collaboration with the Locally Led Adaptation team has produced standout models (Liberia's Community Engagement Strategy and Rwanda's People's Adaptation Plans) but links to other AAAAP pillars remain ad-hoc. Making LLA a formal cross-cutting service and setting joint design checkpoints with other pillars (at project scoping stage) would turn isolated successes into a systemic feature.

Effectiveness and efficiency score well overall. In majority of IFI projects that GCA support, recommended adaptation measures were integrated into technical appraisal documents ahead of board approval. Resources were also managed within budget and on schedule. In some example cases, GCA's support has shaped funding proposal and further secured additional climate adaptation funding for projects (e.g., GCA support helped mobilise an extra $18 million at Cotonou). The six business lines give teams a predictable toolkit, yet interview evidence shows mixed views on GCA's technical additionality. Majority of stakeholder interviewed value the rigor and coordination GCA brings. However, a few note they could work with external companies to produce similar analytics if given the funds, whilst a small minority describe the support as critical to the success of the project. Sharpening the narrative on where GCA is uniquely catalytic will help defend value-for-money claims.

Sustainability prospects are strong thanks to capacity-building and tool hand-over. National institutions now roll out Kenya's Urban Resilience Masterclass once enough funding is available, Ghanaian officials own their risk-assessment model and Liberia's community guide sits in the World Bank project manual. Inclusion remains uneven across the sub-pillars. Gender integration is more routine in the Water and Urban and LLA sub-pillars, with gender considerations explicitly embedded through People's Adaptation Plans (PAPs), and is gradually being expanded across the pillar with the aim of achieving 100% GESI integration in AAAP 2.0. Monitoring systems still rely too heavily on partner frameworks, making it harder to evidence intermediate impact to external audiences. Overall, the pillar performs well against OECD-DAC+ criteria, with clear room to deepen cross-pillar synergies, articulate distinctive additionality and systematise inclusive design.

Core case studies referenced in this evaluation

The full OECD-DAC+ assessment for the Infrastructure and NBS case studies is found in appendix (see Chapter 6). These projects will be referenced in the subsequent sections as they provide a holistic view of the pillar's portfolio.

1. **AfDB Port of Cotonou Expansion, Benin: Excellent**

   GCA support to the AfDB's port of Cotonou project exemplifies how GCA's high resolution climate analytics and solutions can help project teams secure climate adaptation financing (~$18 million mobilised from Canada-AfDB Climate Fund (CACF) for this project). Early indicators of downstream impact associated with GCA's support include integration of adaptation measures in technical design, results frameworks and port design standards

2. **WBG Burkina Faso SKBo Basin of Integration), Burkina Faso: Excellent**

   This engagement showcased GCA's capability and effectiveness in providing support on projects with multimodal transport networks (road, rail and logistics). GCA's climate stress-test shaped the SKBo

corridor design and showed how GCA is considering more socioeconomic dimensions of resilience in its project support. The BCR-positive package (up to 2:1) and gender-plus-youth KPIs are now integrated into the World Bank's approved PAD, with government teams already adding the measures into detailed engineering. Stakeholders see strong prospects for durable impact, although they note GCA's broker role adds an extra coordination layer that the Bank would normally manage in-house

3. **IsDB Nigeria Sokoto Healthcare Infrastructure Project, Ethiopia: Good**

   GCA's is providing a system-of-systems risk analysis to the IsDB's funding on the healthcare upgrade project, translating climate data into solutions to make the proposed critical health infrastructure serving 6.4 million people more climate resilient. By expanding AAAP's reach from transport into essential social infrastructure, the engagement proves GCA can provide guidance to climate-proof complex service chains (power, water, waste and logistics) and not just physical assets, whilst integrating gender lends for full inclusion. Early IFI board approval signals traction, but the operational risk is high. This is because project's implementation success will be dependent on extensive cross agency coordination and development of supporting infrastructure. To mitigate this, GCA will run masterclasses on climate-resilient PPPs and publish a national case study to entrench standards across Nigeria's health sector.

4. **National Infra Risk and Resilience Assessment, Ghana: Excellent**

   The partnership with Ghanaian government and Oxford Infrastructure Analytics (University of Oxford) delivered Ghana's first data-driven roadmap. With GCA's support, 156 critical assets were stress-tested, 35 adaptation options were prioritised and 82 financing sources mapped despite sparse data. The study aligns with Ghana's NAP and NDCs (showing high relevance) and is already generating intermediate outcomes (4 policy and project documents, including new PPP regulations and GIZ concepts developed). Open-source tools, local training for 21 officials and full data hand-over secure long-term ownership, while replication in Kenya and Senegal confirms its template value. The main gap is untapped cross-pillar leverage that could pair the roadmap with food-security or youth programmes.

5. **PPP Masterclass including materials development, Ghana: Excellent**

   Responding to GIIF demand, GCA and its partners trained 38 officials from finance, transport and PPP units to screen deals for climate risk, using workbook cases drawn from the national roadmap. The masterclass was effective, gathering positive feedback from all participants and leading to follow-on request from the GIIF for a second cohort. The materials are now in use for pre-feasibility checks. Reusable content keeps marginal costs low, though long-term impact depends on participants applying the tools and periodically refreshing them as data and standards evolve. Gender-lens investing was added at participant request, signalling active integration of inclusion themes.

6. **WBG Liberia Urban Resilience Project (LURP), Liberia: Excellent**

   GCA's support to the WBG's LURP involved partnerships with local organisations (YMCA Liberia, SDI and FOLUPS) to produce Liberia's community-led flood-risk profile, covering 52 informal settlements (27k households) and draft a Community Engagement Strategy (CES) now under World Bank review. The work is relevant and coherent as it targets Monrovia's most exposed neighbourhoods, aligns with Liberia's Local Government Act and wetland policy. Sustainability was ensured through capacity building workshops that trained 37 national and local officials. Fixed-price sub-grants kept spending on track despite election delays, and embedding the CES in the project manual should lock community priorities in future planning processes. The outstanding risk is Bank sign-off on the CES. Once the CES is cleared, the locally owned method offers Liberia (and potentially other cities) a repeatable model for climate-smart, inclusive urban upgrading.

7. **WBG, Second Kenya Urban Support Program (KUSP II), Kenya: Excellent**

   GCA's support package delivered a Kenya-specific Urban Climate Resilience Masterclass, Nature-Based Solution (NbS) Compendium and a Training of Trainers (ToT) that created a 40-trainer network. To ensure the sustainability of this work, GCA partnered with a national institution (Kenya School of

Government) who now lodge and roll-out this curriculum. Trainers have already run 4 pilot sessions, whilst KSG have prepared a roll-out plan that could train 300+ officials a year. This approach presents a feasible pathway to impacting climate-smart services for 3.5 million urban residents across 45 counties. Reusable materials keep marginal costs low and localisation for Somalia is under way, underscoring efficiency and regional spill-over potential. Challenges exist: county uptake depends on local budgets, the curriculum needs a built-in update cycle and stronger gender-inclusion content.

8. **AfDB, Development of Water Infrastructure and the Enhancement of Transboundary Water Resources between the CAR and DRC (PREDIRE), CAR & DRC: Excellent**

   GCA supplied climate-risk maps, a gender-sensitive action plan and a GEF concept note that the AfDB has already integrated into its project appraisal report. The work pinpoints flood and drought hotspots across the DRC and CAR (in seven Ubangi-basin towns). Recommended measures will safeguard water supply for 2.4 million people across two of the world's most fragile states, exemplifying GCA's strategic focus (under the water & urban sub-pillar) to support FCS countries. Validation workshops secured government buy-in and positioned CAR and DRC to tap grant co-finance in 2025, but long-term impact will hinge on securing O&M budgets and local capacity that lie outside the current TA scope.

9. **AFD, Pro-Poor Development Basket Fund (PPD), Rwanda: Excellent**

   GCA altered Rwanda's grant-allocation formula by layering high-resolution climate-vulnerability mapping and people's adaptation plans (PAPs) onto their existing model to help steer funding in a more equitable way. GCA activities enabled them to embed a technical coordinator in LoDA[13], activated PAP committees across local governments, and obtained ministerial buy-in, positioning the new model as input for the basket fund. Capacity building masterclasses and donor alignment (AFD, KfW, LuxDev) boost sustainability of the project, while early evidence shows systemic change in resource flows and planning culture. Long-term impact will be seen once scaled to other non-pilot areas.

10. **AfDB, National Urban Water & Sanitation Program (Homa Bay), Kenya: Excellent**

    GCA co-designed Kenya's first community-driven, climate resilient municipal land-use plan, training 382 youth and officials to map >21,000 households, and sharing risk data (e.g., GIS risk layers) to the government for implementation. The governor has also pledged to formally adopt the PAP, and the process has stated yielding results with early works e.g., boreholes, sewer repairs, etc. already being funded. Additionally, 23 student mappers are now embedded in country departments, signalling budget re-alignment and skills retention that will benefit residents. A "train-the-trainer" model with Tom Mboya University underpins long-term capacity, and deliberate gender and youth engagement actively work to create impact while embedding sustainability within the community.

11. **World Bank, Transforming Landscapes for Resilience & Development II (TRALARD II), Zambia: Excellent**

    Given the project is in early stages, GCA has been able to produce draft PAP guidelines, run inception workshops with national and district officials, and launched pilots in woodland-villages (in Muchinga and Copperbelt) along with World Bank and local partners. These pilots are designed to steer World Bank community grants and deliver climate-smart livelihood measures to ~96,000 residents and the government has asked that PAP findings inform Zambia's Integrated Development-Plan (IDP) review. While project implementation is moving quickly and is in the process of being concretized within the community, impact won't be seen until full rollout is done.

[13] Local Administrative Entities Development Agency

12. GCA, Locally Led Adaptation (LLA) Global Hub: Excellent

The Hub has grown into one-stop portal for LLA tools, case studies and masterclasses, underpinned by an annual Local Adaptation Champions Awards programme. The 2024 awards round alone drew 870 applications from 107 countries, signalling wide early reach and sector recognition. There is consistent content and learning events, which allows GCA to build a pipeline of peer-to-peer knowledge exchange beneficiaries can access for free. Sustainability is bolstered by the yearly awards cycle and beneficiary and partner interest.

3.2.2. Introduction to GCA's Theory of Change for the Infrastructure and Nature-Based Solutions (NbS) pillar

The pillar consists of 3 sub-pillars addressing a different entry point where climate shocks erode development returns:

- **Infrastructure Assets & NbS** applies high-resolution risk diagnostics to ports, railways, highways and power systems, then packages grey–green measures and benefit–cost evidence so design teams can justify the upgrades
- **Water & Urban** applies well-tailored climate diagnostics to urban and water systems, identifies and prioritizes grey-green solutions, and builds capacity of local stakeholders to implement them
- **Locally Led Adaptation (LLA)** ensures that household-level priorities inform infrastructure investment design

Infrastructure and NbS sub-pillar

This stream tackles national connectivity and energy infrastructure. High-resolution Climate Risk Assessments (CRA) and benefit-cost scans generate project-ready adaptation strategies, infrastructure risk maps and template clauses for PPP concessions. Capacity-building comes through the Climate-Resilient Infrastructure PPP Masterclass, while knowledge products codify learnings from projects. Immediate outcomes include IFI boards approving projects with explicit resilience KPIs and climate-informed O&M obligations. Intermediate outcomes emerge as ministries integrate CRA workflows into capital-planning systems. The outcome is service continuity (roads, ports and grids remain operable during climate extremes) safeguarding trade flows and GDP. Societal impact is captured in avoided losses, and jobs preserved through resilient supply chains.

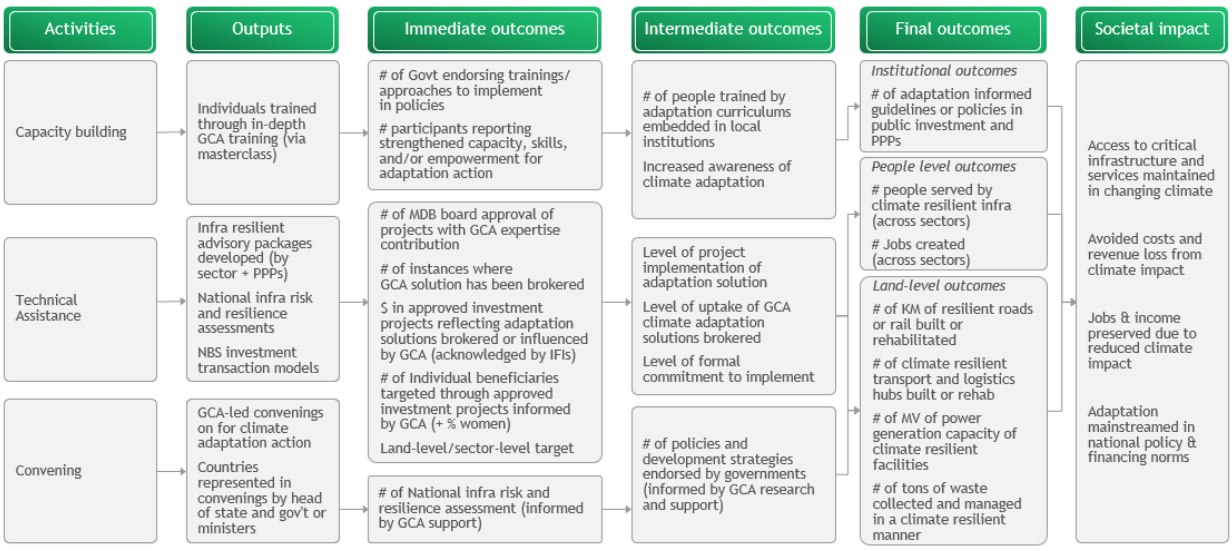


Figure 12. AAAP's Theory of Change under the Infrastructure & NbS pillar

Water & Urban sub-pillar

AAAP begins at the service-delivery front line (municipal water, sanitation and urban planning agencies) deploying flood, heat and public-health-risk analytics alongside NbS. The model has a strong focus on the most vulnerable populations and communities, including Fragile and Conflict-affected Situations (FCS) and through gender vulnerability analysis, to ensure solutions are equitable and inclusive. Three activity streams power the model, capacity-building via the Urban Climate Resilience Masterclass, technical assistance that produces city-specific adaptation advisory packages for water-supply, drainage and sanitation investments, and knowledge transfer through peer-to-peer workshops. Outputs follow subsequently as appraisal document for project investments integrate GCA analytics and solutions, and technical practitioners implement the solutions. Immediate outcomes follow as sector ministries request follow-up support and embed climate clauses in O&M manuals. Intermediate outcomes appear as adaptation curricula becoming hard-wired into local training institutes and urban-services policy guidelines include adaptation and resilience considerations. The final outcomes are uninterrupted, affordable water and sanitation services across 10-, 20- and 50-year event scenarios and improved urban living/working conditions. Societal impact shows up in improved public health and fewer flood-related business losses.

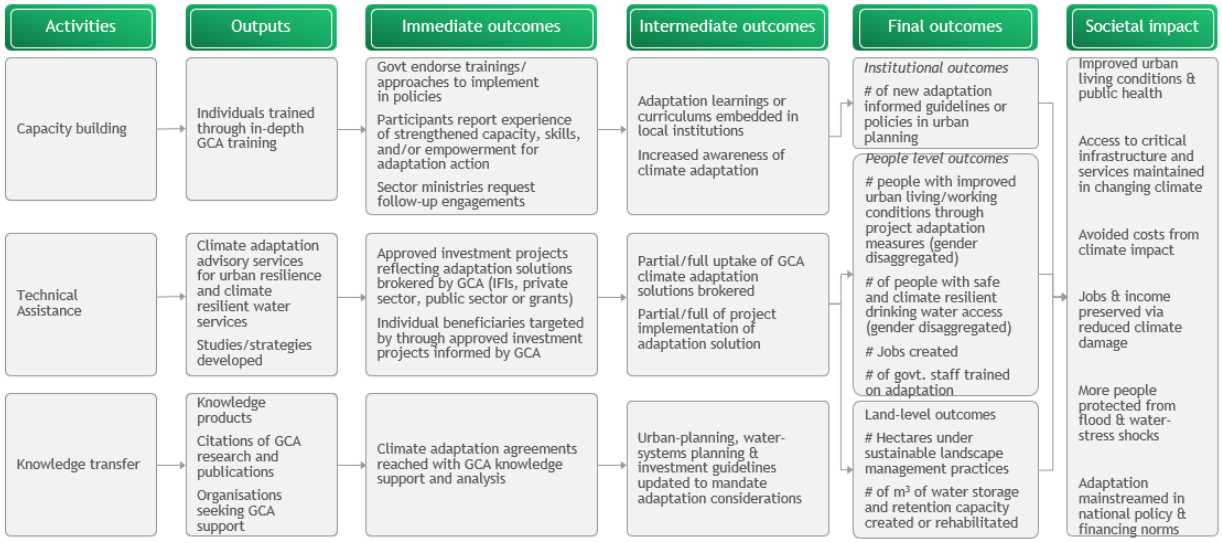


Figure 13. AAAP's Theory of Change under the water & urban sub- pillar

Locally-Led Adaptation (LLA) sub-pillar

LLA reverses the flow, starting with community-generated People's Adaptation Plans (PAPs) co-facilitated by local universities and NGOs. Outputs cover PAPs that feed directly into IFI design, cohorts of trained community monitors, and targeted knowledge products and masterclasses hosted in person and online via Global Hub on LLA. Immediate outcomes arise when IFI budgets allocate funds to community-prioritized nature-based solutions and basic-service upgrades (e.g., Homa Bay's drainage allocations and Rwanda's Pro-Poor Basket Fund pilots with vulnerability-weighted formulas). Intermediate outcomes follow as PAPs are integrated into local and national plans, such as Homa Bay adopting its PAP as a land-use plan and Zambia upgrading its IDP guidelines using theirs. The final outcome is durable, community-endorsed infrastructure and adaptation solutions that stays functional through local oversight, measured by societal impacts of sustained access to markets, schools and clinics for the most vulnerable communities..

3.2.3. Main evaluation

Fit for purpose - Relevance and Coherence

Africa's development depends on reliable infrastructure systems, many of which are already stressed by climate extremes and rapid urbanisation. These dynamics underscore the relevance of the Infra & NbS pillar. GCA's model positions it as a "science-to-design" partner—testing large infrastructure projects for climate risk, embedding nature-based buffers where grey infrastructure falls short, and equipping stakeholders to keep projects viable under future climate scenarios. The pillar's structure—spanning Water & Urban, Infrastructure Assets & NbS, and LLA—aligns with critical infrastructure domains. Independent quality reviews and stakeholder interviews confirmed that GCA's analytics and design inputs provide relevant, precise and context-sensitive adaptation solutions.

Coherence with other AAAP pillars is improving. Diagnostics from national infrastructure stress-tests inform Youth-skills curricula, while LLA experience on participatory planning feeds workshops on Enhanced Direct Access within the adaptation finance pillar. Knowledge still travels person-to-person rather than through codified tools, with LLA as an exception through its peer learning and Global Hub, so diffusion risk is reduced but not removed.

The delivery model evolves with stakeholder demand. For the Infrastructure sub-pillar, early work centred on 5 sectors (rail, road, seaport, PPP, and Energy) but by 2024 the pillar broadened its sector coverage, supporting new sectors such as climate-resilient healthcare in Nigeria and strengthening grid resilience studies in Ethiopia, reflecting interest in social infrastructure and energy security.

Performance against objectives – Effectiveness

The Infrastructure & Nature-Based Solutions pillar was designed to mainstream climate resilience into $12 bn of water, transport, energy and urban investments by 2025. The pillar consists of 6 business lines, with different focus areas:

- **City Adaptation Accelerator, Water & Urban:** *(9 projects, $1.65 bn)*: equips fast-growing cities with granular climate-risk diagnostics, policy support and green-grey design options
- **Climate-Resilient Water Services, Water & Urban** *(9 projects, $2.24 bn*): strengthens water-supply, sanitation and irrigation systems for urban and rural areas through conducting climate risk assessment alongside providing NbS measures to strengthen catchment management
- **Climate-Resilient Infrastructure Assets, Infrastructure** *(20 projects, $5.33 bn)*: applies high-resolution climate risk assessment, adaptation solutions (incl. NbS) and investment rationale for large infrastructure projects
- **National Infrastructure Investment Pipelines, Infrastructure)** *(7 TA[14] projects)*: maps hotspot networks and feeds priority lists into sovereign and MDB pipelines
- **Resilient and Climate-Smart Public-Private Partnerships, infrastructure** *(3 projects, $0.70 bn)*: provides TA and masterclasses that helps PPP practitioners prepare climate-informed projects
- **LLA for pro-poor infrastructure, LLA** *(5 projects, $0.97 bn)*: steers community-driven (lower income, vulnerable communities), climate-smart development so that adaptation investment planning and implementation reflect local knowledge and needs

[14] Technical Assistance (TA) projects not linked to an IFI investment project. These can be directly in partnership with national government or other similar stakeholders.

To date, GCA's work has shaped 51 IFI board-approved investment projects worth $11.5 bn, representing 95% of the value of IFI financing that the pillar seeks to shape. At the time of this reports preparation, GCA also has a pipeline of 27 IFI projects in this pillar, worth $4.0 bn, while not board approved, are either in GCA's approval pipeline or have been improved by GCA. Out of these, 10 projects (worth $1.9bn) have already passed GCA's internal approval processes and are under procurement. If these projects become IFI approved, GCA will have reached its objectives for value of investments shaped for this pillar.

In terms of beneficiaries, the pillar had the objective to "to ensure infrastructure assets and services for 100 million people are resilient to climate change". GCA's projects are geared to reach this goal, with all projects targeting a total of 70+ million beneficiaries when IFI project beneficiaries are combined. This indicates scale and reach of infrastructure investment projects and the extent of the downstream impact that could be realised through GCA's dedicated effort to integrate adaptation and resilience in these efforts.

Finally, GCA has set training and capacity building objectives for this pillar, with a target of ~2k people to be trained through in depth training. To date, GCA has reached about 15% of this target, recording only 300 individuals trained. A reason for this could be the intentional focus on utilising a Training of Trainers (ToT) model and developing masterclasses to build local capacity and to ensure sustainable capacity building efforts. However, some stakeholders state that GCA's trainings could have reached a broader group of people, including finance practitioners.

Efficiency of GCA's spend- Efficiency

GCA allocates almost 25% of its $23.9 million Infrastructure & NbS budget to the Infrastructure Resilience Accelerator, funding 31 projects that anchor the pillar's pipeline. The next two largest lines are the City Adaptation Accelerator at 22% of budget for 25 projects and Climate-Resilient Water Services at 15% for 13 projects, together absorbing 61% of resources and driving most IFI-related work. By contrast, National Risks & Resilience Assessments (NRRA) consumes 14% ($3.3 million) for only 6 projects and the Masterclass on Climate Resilient Infrastructure PPPs uses 4% ($1.1 million) for 7 projects, implying significantly higher spend per assignment. Climate-Smart PPPs and LLA business lines operate on 9% and 11% of the budget respectively, each covering less than 10 projects. This pattern suggests that potentially reducing allocations to certain business lines, particularly NRRA, could free funding for high-demand lines such as the Infrastructure Resilience Accelerator, City and Water Services and PPPs, improving overall budget productivity without diluting thought-leadership outputs.

Evidence of impact - Impact

The pillar's theory of change moves from upfront analytics and design support to lock climate resilience into IFI-financed infrastructure to leading to reduced hazard losses, stronger service continuity and better social inclusion.

In its first five years the Infrastructure & Nature-Based Solutions pillar has integrated climate-risk analytics into 51 MDB-approved operations valued at $11.5 bn across ~30 countries. If every loan moves to delivery, the resulting works are expected to reach 167 million people (42% of who are expected to be women) and support 160k jobs across construction and O&M phases. Asset-level metrics are equally sizeable for these infrastructure investments. ~510k ha now planned for sustainable land management, ~300 million m^3 in planned water-storage, ~5k km of climate-resilient transport, 3 logistics hubs retro-fitted for extreme events, and 4k MW of reinforced generation capacity. Beyond these investments, the Water & Urban program has also directly mobilized new adaptation finance, including $9 million for Burundi and $9.4 million for Ethiopia through the AfDB Climate Action Window, with further proposals under development such as PEDIERE and a ~$100 million GCF package in Freetown.

Across the six business lines, common early signals of progress towards impact are visible due to the number of tangible immediate outcomes that have been realised. In general, IFIs have been adopting GCA-informed designs into their project appraisal documents, indicating GCA's strength in successfully shaping IFI funded projects through this pillar. The pillar has also trained 300+ practitioners (41 % women). Programs such as KUSP[15] and K-WASH[16] in Kenya show how AAAP's tools can begin to be institutionalized within government systems, pointing to the pathway for systemic impact. Although only two policy-grade products to date have begun to reshape national standards, media coverage and high-level convening traction are most visible in the LLA pillar through the Global Hub, while still nascent in the other sub-pillars. Compared with the portfolio's project count, these diffusion markers feel light, underscoring that mainstreaming is still project-centric rather than system-wide.

The pillar has not yet crossed the threshold where its tools are default practice inside line ministries, PPP units, or MDB operational manuals. Closing that gap will require fewer bespoke engagements and more codified standards, plus deeper partnerships with treasuries and regulators to lock maintenance and financing rules in place. In short: strong proof of concept, early evidence of shaping role, but runway left before the approach can claim true systemic impact.

Most stakeholders interviewed acknowledge the importance of GCA's support to their projects. Several state that many of the adaptation solutions recommended would not exist without AAAP's catalytic role. One government stakeholder observed, "We would have continued as is and would not have taken climate hazards into account, we would have had to forecast more money for maintenance but now we know how much to put on the table for maintenance, because of GCA's climate risk studies." An IFI stakeholder recalled that before AAAP, "their team had never used GCA support," yet the client has since requested an in-house workshop "to train internal staff," signalling a shift from ad-hoc risk checks to institutional learning. On project origination, one stakeholder stated they "may not have even had a project if not for GCA." These stated counterfactuals underline the programme's additionality. Without GCA's support on infrastructure, some critical assets would either ignore climate risk, carry higher lifecycle costs, or stall at concept stage, leaving millions more exposed.

Strengths in approach and delivery - Effectiveness and Sustainability

- **Infrastructure & NbS sub-pillar -** This pillar blends high-resolution climate-risk analytics with finance-ready investment design at scale. Its Climate-Resilient Infrastructure Assets line has embedded Climate Risk Assessments (CRAs), adaptation strategies and clear financing rationales into IFI-approved projects. GCA has deliberately expanded its sector coverage under this sub-pillar over the years, starting with projects within 5 sectors (including energy, road, rail) and then moving to transport and trade corridors (transport networks and services), as well as urban transport and health infrastructure. Innovation is at the core of the pillar's approach, with projects selected based on how it matches the type of innovation area GCA wants to explore in new countries and contexts. Methodologically, GCA's projects have shifted towards refining CRA methods for data-poor contexts and layering socio-economic and gender analytics to ensure upgrades strengthen community resilience, not just infrastructure assets. Crucially, GCA's diagnostics have been able to translate into additional capital raised on several IFI projects. For example, a $87k stress test at Benin's Port of Cotonou case study unlocked $18m in incremental adaptation investments, protecting a gateway that serves 100 m people. Additionally, analysis for transport corridor projects produce benefit-cost ratios that fall in the range of 2-6:1. 2025 saw the sub-pillar codify insights from the portfolio into cross-cutting briefs and other innovation-centred knowledge products, ensuring knowledge travels beyond projects. Overall, these elements indicate that this sub-pillar is generally technically robust and able

[15] Kenya Urban Support Program – Phase II
[16] Kenya Water, Sanitation, and Hygiene Program

to achieve broad salience across infrastructure sub-sectors, with positive indicators of Value for Money.

- **Water & Urban sub-pillar -** GCA has contributed to urban development or water projects, providing climate risk assessment and solution recommendations to enhance the resilience of project design. The distinct elements of this pillar include its high gender inclusion considerations (~75% of projects include gender vulnerability assessment) and its deliberate evolution to supporting projects in Fragile, Conflict Affected States (FCAS) where climate impact is the hardest e.g., Somalia, Chad, DRC. The pillar has also shifted from simply offering ad-hoc diagnostics to institutionalised capacity-building through more engagements in partnership with national institutions. For example, Kenya's Urban Climate Resilience Masterclass (developed by GCA collaboration) is now based in the Kenya School of Government and is projected to reach 300 officials a year, if funding is made available.
- **Locally Led Adaptation (LLA) sub-pillar –** GCA works to shift power to grassroots stakeholders and it has been able to drive systemic and institutional change with communities. GCA has been able to put climate-affected communities in charge of diagnosing risks, setting priorities via People's Adaptation Plans (PAPs) and steering public resources, then channels those locally grounded insights into the policies and budgets of governments and IFIs. This approach has led to Homa Bay County potentially creating "*the first integrated, inclusive climate-resilient land-use plan in Kenya"* by leveraging PAP findings based on data collected by ~382 residents and ~32 students. Additionally, Rwanda's local-government added GCA's climate-vulnerability formula – created in collaboration with locals – to its grant rules, and PAP's in Zambia are being requested to be used to update the national Integrated Development Plan (IDP) guidelines—all signals that grassroots evidence can reset national systems. These on-the-ground gains are posted on the Global Hub of LLA to showcase stories of resilience to ensure lessons are shared with global stakeholders. By combining community-owned diagnostics, peer-learning cohorts and policy hand-offs, the sub-pillar demonstrated a repeatable pathway from local voice to creating systemic and institutional change, and turning modest pilot budgets into durable, government-led adaptation mechanisms.

Areas for improvement

Focus must now shift to disciplined pipeline curation, innovative impact tracking and deeper institutional anchoring. Cross-cutting priorities are:

- **Strategic pipeline development -** project intake remains largely opportunistic ("organic" lists arrive from MDBs teams, accepted with limited consideration of strategic fit) so resources risk being spread thin across lower impact assignments. A strategic pipeline that screens opportunities against clearly defined priorities and fixes explicit volume targets would concentrate GCA's resources where it can provide the most comparative advantage.
- **Consolidating learnings into replicable knowledge products -** technical insights are not routinely codified or shared. A structured "learn-and-publish" approach could enhance replication, shape project designs and way and doing business, and reinforce GCA's knowledge broker role.
- **Expand downstream support package -** Several engagements end at loan approval, although there are projects within Water and Urban (e.g., the Kenya masterclass, urban resilience in N'Djamena, LURP, etc.) where support is continuing after approval. Continued involvement during early implementation, such as in these Water and Urban projects, could strengthen institutional capacity and sustainability.

- **Stakeholder coordination -** unclear roles among governments, MDBs, GCA and outsourced consultants can delay execution. Early definition of responsibilities (e.g., via a stakeholder charter) could improve alignment and procurement efficiency.

The Infrastructure & Nature-Based Solutions pillar plays a central role in Africa's adaptation by safeguarding key infrastructure, promoting NbS cost-efficiency, and building long-term capacity. It has shaped MDB project designs, engaged regional practitioners, and delivered early results. Strengthening its pipeline, implementation support, and learning processes will be key to translating this shaping role into broader, system-level resilience outcomes

Results till date

INFRASTRUCTURE & NbS IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
I. $ in approved investment projects reflecting adaptation solutions brokered or where adaptation finance solutions were shaped	USD	13,125,000,000	11,468,122,081
1) MDB lending (SO and NSO)	USD	9,686,000,000	9,229,877,157
2) Public sector	USD	475,000,000	1,157,406,110
3) Private Sector	USD	1,465,000,000	768,630,000
4) Other - grants, CF, etc	USD	499,000,000	312,208,815
H. # of individual beneficiaries targeted through approved investment projects informed by GCA	#	72,100,000	167,155,818
1) % proportion of individuals that are women	%	45	54
G. # of jobs targeted by GCA solutions including through investment projects (indirect) and GCA-supported entrepreneur and job programs (direct)	#	120	160,560
1) # of jobs created by GCA-supported entrepreneur and job programs (direct)	#	-	-
2) # of jobs expected to be generated by approved investment projects informed by GCA (indirect)	#	31,000	160,560
F. Sector level results targeted through approved investment projects informed by GCA:		148,000	
P1 and P2. # of hectares under sustainable landscape management practices	#	-	510,969
P2. # of cubic meters of water storage and retention capacity created or rehabilitated	#	15,000	300,290,000
P2. # of km of resilient roads or rail built or rehabilitated	#	-	4,919
P2. # of climate resilient transport and logistics hubs built or rehabilitated	#	2,450	4
P2. # of MW of power generation capacity of climate resilient facilities	#	4	4,118
P2. # of tons of waste collected and managed in climate resilient manner	#	11,100	-
P3. # of youth-owned adaptation enterprises created or strengthened	#	150	-
E. # of GCA solutions and methodologies provided to external stakeholders	#	-	57
1) # of Board-approved MDB or Multilateral Climate Fund investment projects for which GCA is contributing its expertise on climate adaptation	#	5	51
2) # of instances where GCA solution has been brokered (excluding MDB projects counted under E1)	#	76	6
D. # of policies and development strategies endorsed by government that are informed by GCA research and support	#	10	5

INFRASTRUCTURE & NbS IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
C. % proportion of GCA training participants that report experience of strengthened capacity, skills, and/or empowerment for adaptation action	%	8	-
B. # of intergovernmental, institutional, organizational and association collaborations brokered by GCA	#	1,308	-
A. # of international climate adaptation agreements reached with GCA support and analysis	#	-	-

INFRASTRUCTURE & NbS OUTPUTS	Units	Total Targets	Total Achieved
11. # of climate adaptation knowledge solutions brokered and finance solutions shaped	#	47	149
P2: # of climate adaptation advisory services for urban resilience	#	45	*22*
P2: # of climate adaptation advisory services for climate resilient water services	#	34	*13*
P2: # of infrastructure resilience advisory packages for transport infrastructure	#	-	*18*
P2: # of infrastructure resilience advisory packages for energy assets and networks	#	-	*16*
P2: # of infrastructure resilience advisory packages for education or health-enabling infrastructure		-	-
P2: # of national infrastructure risk and resilience assessments	#	-	*8*
P2: # of NBS investment transaction models developed	#	-	*1*
P3: # of youth adaptation solutions challenges	#	-	-
P4: # of GCF concept notes, funding proposals, and accreditation analysis supported to access climate finance	#	-	*3*
P4: # of adaptation metric analyses for financial instruments	#	-	-
All pillars: # of (other) studies/assessments/reports	#	-	*57*
All pillars: # of Masterclasses or training courses	#	-	
10. # of GCA interventions and engagement to provide inputs to strengthen policies and development strategies	#	1	6
9. # of individuals trained through in-depth GCA training	#	1952	293
a) % proportion of women	%	176	
b) % proportion of youth	%	-	
c) % proportion of students	%	32	
d) % proportion of community leaders	%	32	
8. # of countries represented in convenings by head of state and government or ministers	#		1
7. # of GCA-led convenings for climate adaptation action	#	15	3
6. # of GCA-led policy-oriented products	#	-	*13*
a) # of People's Adaptation Plans	#	-	
5. # of high-visibility debates and milestone events that integrate GCA's inputs	#	-	*8*
4. Media uptakes and digital engagement:		20	20

INFRASTRUCTURE & NbS OUTPUTS	Units	Total Targets	Total Achieved
a) # of instances of GCA communications products (press releases, op-eds, blog posts, etc.) being picked up by the media (print and online)	#	-	*7*
b) # of impressions generated by GCA social media posts across platforms	#	-	-
c) # of online visits to the GCA website	#	-	-
3. # of citations of GCA publications	#	4	15
2. # of organizations seeking GCA knowledge and advisory support	#	20	-
1. # of knowledge publications and applied research products	#	3	3

3.2.4. Value for Money

Project context

The Second Tanzania Intermodal and Rail Development Project (TIRP 2) was selected as the project for the Infrastructure & NbS pillar. The project aims to upgrade the country's central meter-gauge rail corridor so that it can run reliably despite heavier rains, flooding and heatwaves. Ahead of procurement, GCA invested ~$144k to conduct detailed climate-hazard mapping on the worst-affected segments, most notably the Kilosia–Gulwe–Igandu stretch, and to prepare practical adaptation options (e.g., drainage, slope protection and heat-resistant track materials). That technical work was packaged with climate-resilience masterclasses for local stakeholder such as the regulator (LATRA) and MoT , giving local teams the tools to specify, tender and supervise climate-smart works.

Project benefits

The project's anticipated returns show high potential for delivering Value for Money (VfM). The adaptation measures identified by GCA could unlock an NPV of ~$125 million, BCR of 5:1 and an IRR of ~24%, once the adaptation measures are in place. This estimated BCR of 5:1 sits toward the upper end of the ~2–6 range typical of well-performing adaptation investments in Africa[17], consistent with resilient infrastructure projects that protect high-value assets and deliver long-lived, large-scale economic benefits. Relative to a no-adaptation counterfactual, targeted flood-control works alone could reduce weather-related shutdowns on the high-risk section by up to 89 percent, avoiding losses of roughly $170 k per day and unlocking around $312k per day in additional revenue whenever trains remain in service. Additionally, in the present-day climate, the rail is estimated to be operating at only ~8% of its design capacity due to degrading infrastructure and poor reliability, further emphasizing the need for adaptation solutions.

In a scenario where only 75% of the recommended adaptations are considered, the NPV is projected at ~$95 million, at 50% uptake it remains ~$65 million, and at 25% it is ~$30 million showing the potential for high returns even with low uptake scenarios.

If project partners finance the full climate-resilient works package (~$32 million for culverts, drainage, slope protection and reservoir measures), the contribution ratio would be 1:327[18]. The inclusion of GCA's climate-smart designs in the larger IFI-financed rail upgrade of ~$200 million results in a shaping ratio of

[17] Benchmarks: World Bank's Assessment of Food Security Early Warning Systems for East and Southern Africa (Link), WB's Corridors without Borders in West Africa (Link); CGIAR's climate-smart agricultural practices among smallholder farmers (Link), CCC Electrifying Rural Ghana (Link)

[18] Contribution ratio: (total funding directly committed to adaptation solutions recommended by GCA ÷ GCA spend) – counts only dollars that can be clearly traced to GCA's recommendations

1:1393[19]. GCA's engineering guidance is now written into World Bank procurement clauses and backed by a legal covenant that requires Tanzania's irrigation commission to fund reservoir maintenance—provisions that support long-term sustainability of the rail corridor by locking in upkeep and climate-resilience standards.

GCA added early, actionable clarity; precise flood risk maps, engineering solutions, and a training loop that keeps local agencies fluent in climate-resilient practices. By shaping the solutions to be included in official documents and educating people, GCA ensured the corridor will likely operate closer to design capacity, protect public investment, and demonstrate a replicable pathway for climate-proofing infrastructure.

Overall, GCA's contributions provide a foundation that could support enhanced project outcomes, indicating a likely favorable VfM.

A note on broader Value for Money Metrics across the Infrastructure & NbS portfolio

A portfolio review was also done on the Infrastructure and NbS pillar, consisting of 19 infrastructure-related AAAP projects across all the business lines, this yielded an average BCR of 4:1, indicating that, when similar climate-smart design principles are applied at scale, they consistently yield benefits that outweigh costs by a comfortable margin, showing the high potential impact in this pillar.

3.3. Youth Entrepreneurship and Adaptation Jobs

3.3.1. Summary of pillar and case study assessment

Overall OECD-DAC+ Grade: Adequate-Good

The Youth & Jobs pillar is well aligned with Africa's demographic and climate realities. It targets the continent's 70 % under-30 population, high youth unemployment and skills gaps, and seeks to create climate-adaptation jobs.

By pairing a flagship competition (YouthADAPT) with systematic labour-market assessments that embed youth employment components into large AfDB loans (e.g., i-DICE Nigeria, SAPZ, SEIP Somalia, YEDCB South Sudan), the pillar shows a coherent design that pairs early-stage enterprise support with policy-level mainstreaming. Together these business lines offer a plausible pathway to the pillar's ambition of 1 million youth up skilled and 5 million adaptation jobs, and they complement AAAP's Food Security and Infrastructure verticals by making young people the agents of resilience.

Effectiveness & efficiency performance are improving, but scale-up remains the key bottleneck. Since 2021 the pillar has mobilised ~$1.4 bn of IFI lending toward projects that now carry youth-employment components—about two-thirds of its $2 bn target—but only 260 000 youths have been reached directly versus the 1 million skills target. Youth ADAPT program has remodelled its grant structure, reducing the award size from $100,000 to $30,000 to better align with the diverse sizes and needs of businesses, thereby improving budget efficiency. However, stakeholder interviews highlighted that high staff turnover has contributed to delays in project implementation and delivery.

Impact is visible at enterprise and policy level, yet still modest relative to the pillar's ambition. YouthADAPT's first cohorts generated ~529 direct and 7,983 indirect jobs across 5 countries at an indicative cost of ~US $470 per job—far more cost-efficient than comparator World Bank[20] and AfDB[21] employment projects. Enterprises supported have also trained > 37 000 small-holder farmers in climate-

[19] Shaping ratio: (total finance shaped by GCA ÷ GCA spend) – captures every $ the programme helped shape, even if attribution is indirect
[20] Kenya Youth Employment and Opportunities Project (2016–2023)
[21] AFDB's Souk At-Tanmia project

smart practices and attracted > $317 k in additional private funding. Nonetheless, across all projects in the portfolio from 2021-2025, including both IFI-approved and pipeline initiatives the total estimated job creation potential is approximately 1.5 million jobs, representing 30% of the 5 million job target set under the Youth & Jobs pillar.

Finally, performance has been mixed on sustainability. Several projects now integrate adaptation curricula into national TVET systems (Somalia SEIP, Angola AYEP, South Sudan YEDCB), signalling potential for durable change, and YouthADAPT maintains a 50 % women-led enterprise quota (women hold 60-80 % of jobs created in first cohort) but sustainability has been impacted by limited presence of external consultants in target countries and with local communities and agencies. Inclusion has been a strength across both business lines, with clear intentionality in integrating gender considerations into both project design and outcome frameworks.

Core case studies referenced in this evaluation

Each case study illustrates a representative sample across business lines, IFI partners, type of GCA support, geography and timeline of support. The full OECD-DAC+ assessment for these case studies is found in appendix (see section 6.1.3). These projects will be referenced in the subsequent sections as they provide a holistic view of the pillar's portfolio.

1. **Investment in Digital and Creative Enterprises (i-DICE) Project, Nigeria: Good**

   Through a detailed adaptation-jobs study delivered, GCA supplied AfDB and the Nigerian Government with the first taxonomy of climate-resilient roles in the tech and creative industries. The analysis quantifies 255 000 potential adaptation jobs, maps the critical ICT skills needed, and proposes a mainstreaming framework. By enriching the Bank's traditional high-level climate annexes with granular, sector-specific evidence, GCA has given AfDB a replicable model for mainstreaming adaptation beyond agriculture. Because the wider programme is still in early rollout and GCA's contribution to date is primarily analytic, the project is rated as Good.

2. **Skills for Employability, Inclusion and Productivity Project (SEIP) Project, Somalia: Adequate**

   GCA completed a nine-month labour-market assessment and is now drafting a national TVET curriculum. The study pinpoints adaptation-jobs across five priority trades construction, sustainable agriculture, ICT, renewable energy and entrepreneurship linking them to Somalia's drought- and flood-exposed growth corridors. Validation sessions with ministries, TVET directorates and women's groups gained strong buy-in, showcasing AAAP's Mainstreaming business-line in shaping outcomes in a fragile, conflict-affected state. However, with curriculum harmonisation still in procurement and only about half of GCA's €210 k budget disbursed, long-term impact will hinge on securing local instructors and rolling out the new courses.

3. **Youth Employment Project (AYEP), Angola: Adequate**

   GCA's activities on this project remains in "Pre-Design" stages, set activities include developing a climate-vulnerability and skills-gap diagnostic plus draft adaptation curricula to enrich the Bank's climate annexes with sector-specific roadmaps for Angola's agriculture and transport value chains. The analysis will pinpoint drought- and flood-hotspots along key grain belts and logistics corridors and identify priority youth skills—from climate-smart agronomy to resilient freight handling. Initial government workshops is set to secure policy alignment, but all impact and outcomes remain probable as GCA is yet to kick off implementation.

3.3.2. Introduction to GCA's Theory of Change for the Youth & Jobs pillar

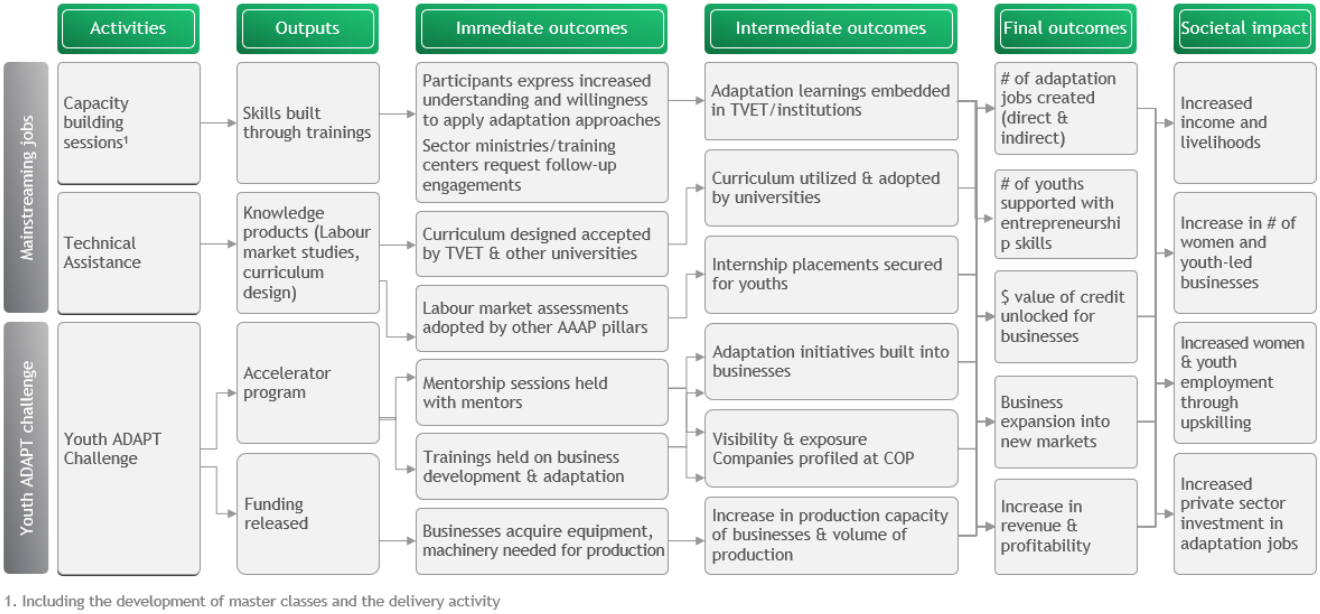


Figure 14. AAAP's Theory of Change under the Youth Entrepreneurship & Adaptation Jobs pillar

GCA aims to create climate-resilient employment "adaptation jobs" for Africa's young women and men by working "upstream" in the investment cycle, shaping IFI project design and institutional capacity before funds are deployed at scale. Under the Youth & Jobs pillar its work spans two business lines across three main activity streams that collectively aim to support 1 million youths with entrepreneurship skills and create five million adaptation jobs through investments from IFIs worth over $2 billion.

First, GCA provides technical assistance, including labour-market diagnostics, adaptation-jobs taxonomies and climate-smart curriculum co-design which has already shaped flagship projects such as Nigeria's i-DICE, South Sudan's YEDCB. These engagements map adaptation-driven value chains and embed the requisite skills in TVETs and universities, laying a pathway toward 849 970 potential jobs in Nigeria (30 % adaptation) and 5 573 in South Sudan.

Second, GCA invests in capacity-building through regional masterclasses and project-based training. Current pipelines will train at least 175 000 Nigerian youth in ICT and climate-smart skills and 97 569 Angolan youth through eight upgraded TVET centres, while strengthening 75 enterprise-support organisations and 20 400 MSMEs respectively.

Third, the annual YouthADAPT Challenge channels catalytic finance and a 12-month accelerator to youth-led enterprises. The challenge has funded and supported 41 youth-led enterprises across 3 cohorts to date. More than 50% of the enterprises have secured additional financing through equity and grants, amounting to ~$8.1 million.

Collectively, these efforts produce outputs such as adaptation-focused skills curricula, labour-market studies and enterprise capital; immediate outcomes of enhanced youth employability, entrepreneurship skills and adoption of adaptation practices; intermediate outcomes of adaptation learning embedded in institutions, internship placements and business expansion; and final outcomes of adaptation job creation targeted at creating 5 million adaptation jobs and shaping $2 billion in IFI investments. Ultimately, the pillar aims for societal impacts of increased incomes and livelihoods, a higher share of women- and youth-led enterprises, and deeper private-sector investment driving Africa's climate-resilient economic transformation.

Current monitoring still relies heavily on IFI project-level outcome references and credits 100 % of results to GCA's upstream role, risking an over-statement of its contribution. To capture the full scope of impact, GCA must now define and track intermediate KPIs, such as curriculum adoption rates, policy shifts and private capital unlocked and develop a surrogate outcome methodology that more accurately attributes its shaping role along the Youth & Jobs results chain.

3.3.3. Main evaluation

Fit for purpose- Relevance and Coherence

Sub-Saharan Africa is simultaneously the world's youngest region and one of the most climate-vulnerable: over 70 % of its people are under 30, yet heat stress, erratic rainfall and ecosystem degradation already reduce agricultural and urban labour productivity. The Youth & Jobs pillar therefore treats job creation not as an end in itself, but as a frontline adaptation strategy, equipping young women and men with the skills, capital and market access needed to build livelihoods that reduce climate risk for their communities and economies. "Adaptation jobs" in this sense include everything from solar-powered cold-chain technicians and flood-resilient construction crews to climate-smart agribusiness service providers; each new job simultaneously lowers local vulnerability and raises household resilience.

GCA's value addition under this pillar lies in its ability to unlock budget allocations for adaptation-specific jobs. which is often secondary focus due to financial constraints particularly in IFI projects. Beyond funding, GCA adds legitimacy and technical structure to projects by embedding climate adaptation into core components. A strong example of this is the Labour Market Assessment (LMA), a practical diagnostic tool developed by GCA that has been presented at COP and is currently being considered for national rollout. GCA grounds its Youth & Jobs interventions firmly in adaptation and resilience: jobs created through its Youth ADAPT programs are now mapped to specific climate risks identified by its cross-pillar (Food Security & Infrastructure & NbS) vulnerability assessments, ensuring that trained young people are equipped to design, build, and sustain the adaptation solutions their communities need.

The pillar operates through two complementary business lines. The first, Scaling Youth-Led Innovation in Adaptation (YouthADAPT), is a proprietary business-based competition designed to identify, support, and scale youth-led adaptation enterprises. It has gained strong momentum by providing early-stage capital to innovative ventures. However, the direct impact to date relatively small, with only ~10,512 jobs (direct and indirect) created and 41 businesses supported, against the targets of 5 million jobs and 1 million youths supported with entrepreneurship skills. The approach has high potential for long-term financial and societal impact as businesses grow and attract external investment, but this scale of outcomes appear unrealistic in the short term given current scale. The second business line, Mainstreaming Adaptation Jobs, is well positioned to complement YouthADAPT. It takes a systematic approach conducting labour gap assessments, creating internship pathways for youth to close those gaps, and embedding adaptation job components into IFI project design. However, it is still at an early stage, with only projects currently in the pipeline and 3 GCA completed projects, which limits its current contribution to the pillar's broader goals.

Overall, the pillar has a clear ambition and a sound structure, but the current concentration of efforts and investments primarily in YouthADAPT is not sufficient to deliver on the full set of goals. A more balanced scaling of both business lines, especially accelerating implementation of the Mainstreaming track, will be necessary to meet the pillar's ambitious job creation and youth empowerment targets.

Performance against objectives- Effectiveness

The Youth & Jobs pillar was designed to equip ~1 million youths with adaptation skills to lead Africa's climate adaptation agenda. It aims to achieve this by scaling youth-led climate adaptation solutions through the YouthADAPT initiative and embedding youth employment opportunities in adaptation-related investments. In doing so, the pillar targets the creation of 5 million adaptation jobs. The pillar is also over

two-thirds of the way to its $2 billion target, having shaped ~$1.4 billion into 12 IFI-board-approved projects in the mainstreaming jobs business line and mobilized over $4 million through Youth ADAPT challenges.

The YouthADAPT initiative has delivered on several of its core objectives. Participating businesses have achieved ~120% growth in revenue, 200% growth in profitability, and have attracted over $316,000 in follow-on finance. However, the broader goal of equipping 1 million youths and creating 5 million jobs remains a long way off. Impact so far is limited both in terms of direct reach through business owners supported via the accelerator program and indirect reach, via the skills transferred to their staff and wider community beneficiaries. According to the December 2024 results report, a total of 260k job programs/direct jobs have been shaped to date through GCA programmes. The second business line, Mainstreaming Adaptation Jobs, offers a more systemic and scalable model. It includes end-to-end interventions—from conducting labour market assessments, developing adaptation job taxonomies, aligning curricula with adaptation needs, to embedding youth-focused employment components into IFI-financed projects. This track has strong potential to move the pillar significantly closer to its targets. However, it remains largely in early-stage design or planning, with limited projects fully operational.

As a result, the pillar's progress toward its full objectives is moderate: it demonstrates strong proof of concept through YouthADAPT but remains limited in scale particularly in terms of the UPSTREAM FINANCING FACILITY's role in shaping strategic finance, jobs created, and youths upskilled. Scaling both business lines in parallel will be critical to delivering on the full ambition of the Youth & Jobs pillar.

Efficiency of GCA spend

The Youth Entrepreneurship & Adaptation Jobs pillar is over two-thirds of the way to its $2 billion target, having shaped ~$1.4 billion into 12 IFI-board-approved projects in the mainstreaming jobs business line and mobilized over $4 million through Youth ADAPT challenges. Mainstreaming adaptation jobs weaves youth-centred, climate-resilient employment into large African Development Bank operations—spanning agriculture / agro-forestry (7 projects, ~$638 million), social-enterprise initiatives (3 projects, ~$139 million) and the technology-and-creativity space (1 flagship, $618 million). Its toolkit of labour-market assessments, adaptation-job taxonomies, TVET curriculum reform, enterprise acceleration and internship programmes make youth employment a core results area and now drives over 90 percent of total shaped investment. Scaling Up Youth Innovation for Adaptation Action (~$4 million; 5 cohorts) issues catalytic Youth ADAPT grants that start small by design—derisking early-stage ventures so they can crowd-in larger private capital and future IFI co-financing. With AfDB as the primary IFI partner and a broadened partner base in progress (World Bank, IFAD) in sight, the pillar demonstrates ability to meet its $2 billion goal. GCA has earmarked €5.7 million budget for the Youth & Jobs pillar: €4.4 million (~ 77 %) for YouthADAPT and €1.3 million (~23 %) for mainstreaming jobs indicating activities under the mainstreaming jobs business line are still in its early stages. YouthADAPT absorbs the larger share because its model provides upfront grants to help participating businesses scale and crowd in additional capital—even though it is not expected to deliver the biggest slice of the pillar's overall €2 billion financing target.

Evidence of impact- Impact

The Youth & Jobs pillar has delivered visible results, particularly through the YouthADAPT initiative, while mainstreaming efforts remain in the early stages of implementation. The first YouthADAPT cohort, comprising 10 enterprises, created ~529 direct jobs (98% youth, >60% women) and approximately ~7,983 indirect jobs (82% women), and trained more than 12,000 smallholder farmers. Financially, each $1 invested yielded $1.80 in revenue and $0.50 in profit, based on enterprise-reported figures following the receipt of $100,000 in GCA's grant. On average, participating enterprises experienced a 120% increase in revenue and 200% growth in profitability. Furthermore, eight of ten businesses secured over $300,000 collectively in follow-on funding, with GCA grants leveraging an additional $0.30 per $1 disbursed. However, while enterprise-level impact has been strong, results to date are still at a relatively small scale

and largely concentrated at the business-to-business level, with broader community reach and large-scale indirect impact yet to be fully demonstrated, especially compared to the pillar's ambition of reaching 1 million youths and creating 5 million jobs.

Importantly, through YouthADAPT, GCA has been able to generate ~10,512 jobs[22] at an indicative cost of ~$470 per job. This is more cost-efficient than similar World Bank projects[23] and ~$3000 per job for a comparable AfDB project. [24]This pillar also demonstrates clear attribution in mobilizing finance, with participating enterprises using grants to scale solutions and attract follow-on capital, offering a replicable model for private-sector engagement in adaptation.

Beyond YouthADAPT, GCA's labour-market assessments have informed over $1.4 billion in AfDB loans that embed adaptation jobs. Curriculum tools developed through the mainstreaming track such as Somalia's national TVET framework and South Sudan's nine-sector adaptation job taxonomy are now integrated into national systems.

However, most projects linked to these tools remain in design or early implementation stages. To date, only 3 GCA-supported projects under this business line have been completed, with a potential to create 400,000 adaptation jobs and equip 175,000 youths through IFI-shaped programs. This reflects just 8% of the pillar's job creation target and 17% of the youth upskilling goal, pointing to the importance of continued efforts to accelerate delivery and scale.

Strengths in approach and delivery- Effectiveness

GCA's involvement enabled projects under the Youth & Jobs pillar to engage with climate adaptation in a much deeper and more substantive way than is typically seen in AfDB operations. GCA's role allowed for meaningful integration of adaptation considerations into both design and implementation.

Stakeholder interviews consistently highlight the high calibre and reliability of the consultants pre-identified and deployed by GCA. These experts were not only technically competent but also remained highly engaged throughout project execution. As one stakeholder noted: "In a specific project, the GCA team and consultant were competent and active, sometimes more available than internal IFI climate officers." This underscores GCA's strength in providing consistent, high-quality technical support, often exceeding the availability and engagement levels of internal IFI teams.

Another key strength of the pillar is its capacity to recalibrate tools and incentives as new evidence emerges. Since the first cohort in 2021, YouthADAPT has progressively widened and deepened its reach: (1) Right-sizing finance-Ticket sizes were reduced from $100000 to $30000, allowing the challenge to support proportional to start-up maturity, (2) Expanding to include a francophone cohort. which were virtually absent in the inaugural cohort, (3) Climate-risk targeting. Selection criteria are now explicitly tied to the climate-vulnerability diagnostics produced by GCA's other pillars, so winning enterprises address priority hazards. (4) Competitive pitch events and de-risking features. Finalists now face investor jury panels, giving them market feedback and exposure to follow-on capital, while grant tranches are linked to milestones that crowd in co-financing and mitigate early-stage failure risk. These iterative lessons are not siloed. They feed directly into the Mainstreaming Adaptation Jobs track, informing sector-specific curricula, internship pathways and risk-sharing mechanisms that link labour-market diagnostics to concrete youth employment opportunities in resilience-building value chains.

[22] Total numbers across all cohorts
[23] Kenya Youth Employment and Opportunities Project (2016–2023)
[24] AFDB's Souk At-Tanmia project

Areas for improvement

While YouthADAPT has proven to be a model that allows for full attribution, but challenges remain around its ability to scale broad impact beyond businesses directly supported, particularly when measured against the pillar's ambitious goals. Although there are emerging synergies with other AAAP pillars such as Food Security and Infrastructure, where climate challenges are now being addressed through YouthADAPT-selected businesses, the likelihood of achieving large-scale transformation remains untested. This is primarily due to the early-stage and small scale nature of the businesses involved, as well as the significant external capital required to reach intended outcomes.

The Mainstreaming business line though large scale allows for little attribution and requires greater strategic focus and investment. Most interventions remain in early design or rollout phases, with limited on-the-ground implementation to date. Current efforts are heavily concentrated in agriculture, aligning closely with the Food Security pillar, while the infrastructure vertical remains underutilized. Though it is beginning to be more meaningfully integrated into YouthADAPT which is a step in the right direction, it will require greater emphasis going forward to realize its full potential to drive adaptation job creation.

Stakeholder interviews noted sustainability challenges regarding GCA's engagement in this business line. In a few cases, the limited local presence of consultants in target countries created tensions with local governments, who expressed a desire for greater local involvement. In areas requiring long-term national engagement, such as curriculum harmonization, there is need for continuity mechanisms to ensure long-term impact and institutionalization of efforts. There is also an opportunity for GCA to integrate components of the LLA (Locally Led Adaptation) sub-workstream into this business line. Doing so would help embed bottom-up perspectives into solutioning, ensuring that long-term capacity is built and sustained at the local level—particularly as the mainstreaming track becomes more established.

Results till date

YOUTH & JOBS FINAL OUTCOMES	Units	Total Targets	Total Achieved
3.1 Jobs for Youth			-
# of adaptation jobs created for youth (gender-disaggregated)	#	-	529
# of youth-owned adaptation enterprises created or strengthened	#	-	14

YOUTH & JOBS IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
I. $ in approved investment projects reflecting adaptation solutions brokered or where adaptation finance solutions were shaped	USD	2,500,000,000	1,425,771,995
1) MDB lending (SO and NSO)	USD	-	1,065,567,566
2) Public sector	USD	-	104,398,629
3) Private Sector	USD	-	7,460,000
4) Other - grants, CF, etc	USD	-	248,345,800
H. # of individual beneficiaries targeted through approved investment projects informed by GCA	#	1,200,000	1,183,867
1) % proportion of individuals that are women	%	200	50
G. # of jobs targeted by GCA solutions including through investment projects (indirect) and GCA-supported entrepeneur and job programs (direct)	#	4,514,536	285,922
1) # of jobs created by GCA-supported entrepreneur and job programs (direct)	#	243,710	23,710

YOUTH & JOBS IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
2) # of jobs expected to be generated by approved investment projects informed by GCA (indirect)	#	4,270,826	262,212
F. Sector level results targeted through approved investment projects informed by GCA:		-	
P3. # of youth-owned adaptation enterprises created or strengthened	#	-	17,784
E. # of GCA solutions and methodologies provided to external stakeholders	#	27	11
1) # of Board-approved MDB or Multilateral Climate Fund investment projects for which GCA is contributing its expertise on climate adaptation	#	35	8
2) # of instances where GCA solution has been brokered (excluding MDB projects counted under E1)	#	4	3
D. # of policies and development strategies endorsed by government that are informed by GCA research and support	#	12	-
C. % proportion of GCA training participants that report experience of strengthened capacity, skills, and/or empowerment for adaptation action	%	16,000	-
B. # of intergovernmental, institutional, organizational and association collaborations brokered by GCA	#	95	9
A. # of international climate adaptation agreements reached with GCA support and analysis	#	-	-

YOUTH & JOBS OUTPUTS	Units	Total Targets	Total Achieved
11. # of climate adaptation knowledge solutions brokered and finance solutions shaped	#	2	17
P3: # of youth adaptation solutions challenges	#	0	4
All pillars: # of (other) studies/assessments/reports	#	0	9
All pillars: # of Masterclasses or training courses	#	0	4
10. # of GCA interventions and engagement to provide inputs to strengthen policies and development strategies	#	3	-
9. # of individuals trained through in-depth GCA training	#	16,000	12
a) % proportion of women	%	6,900	58
b) % proportion of youth	%	13,000	100
c) % proportion of students	%	3,250	-
d) % proportion of community leaders	%	0	-
8. # of countries represented in convenings by head of state and government or ministers	#	27	-
7. # of GCA-led convenings for climate adaptation action	#	14	-
6. # of GCA-led policy-oriented products	#	0	-
a) # of People's Adaptation Plans	#	0	-
5. # of high-visibility debates and milestone events that integrate GCA's inputs	#	0	-
4. Media uptakes and digital engagement:		0	-

YOUTH & JOBS OUTPUTS	Units	Total Targets	Total Achieved
a) # of instances of GCA communications products (press releases, op-eds, blog posts, etc.) being picked up by the media (print and online)	#	4,820	-
b) # of impressions generated by GCA social media posts across platforms	#	5,600	3,000,000
c) # of online visits to the GCA website	#	63,000	844,520
3. # of citations of GCA publications	#	17	-
2. # of organizations seeking GCA knowledge and advisory support	#	24	1
1. # of knowledge publications and applied research products	#	5	1

3.3.4. Value for Money

Project Context

YouthADAPT is the program that has been used as the Value for Money case study for this pillar. YouthADAPT is a pan-African programme—designed and run entirely by GCA with backing from the Climate Investment Fund (CIF) and AfDB, that scouts promising youth-led (≥50 % women-owned so far) climate-adaptation ventures across the continent. They offer each up to ~$100k in catalytic, non-dilutive capital, and provide a year-long accelerator of bespoke mentoring, investor-readiness labs and an access to a robust alumni network. This helps to push finance toward enterprises that mainstream investors still view as too early or too risky, and GCA has already committed ~$4 million since 2021 to sustain that pipeline.

To illustrate its value-add, we deep-dive on Ecobarter, a 2018 Nigerian recycling start-up founded by Rita Idehai that turns "waste into currency" through a tech-enabled platform, complete with mobile rewards and Nigeria's first reverse-vending machines which collects, tokenizes and transforms household waste into high-value consumer and industrial products.

Project Benefits

The benefits were clearly seen for Ecobarter, resulting in **likely favorable VfM**. The grant, which was disbursed in three tranches between 2022 and 2024, covered working capital, new sorting machinery and a nationwide recycling campaign. In that window the company grew FTEs[25] from 5 to 14, engaged ~40 part-time workers, and pushed monthly waste handled from <5t to ~40t; annual revenue rose ~10x, from ~$12 k to ~$130 k. Grant backing also helped to grow societal impact, as it paid for training of > 1,000 women to weave discarded plastic into fabric (30 now earning a combined ~$40k annually) and enabled 250 youth waste-pickers to access literacy classes, protective gear and micro-loans repaid in recyclables. The firm has since attracted an external prize[26] of ~ $10k, yielding an attribution ratio of 1:0.1. While low, the figure expected to improve given the level of innovation and company growth.

In a counterfactual scenario, the likelihood of this scale-up would have been limited without GCA input. By providing the largest catalytic funding Ecobarter had seen till date, GCA de-risked asset purchases that commercial lenders would likely refuse, while one-to-one coaching and an alumni network kept the firm on a growth path and plugged into peer learning and deal flow. This experience while helpful for the beneficiary, was not without some difficulties, an eight-month gap between Ecobarter's selection and the first tranche forced the company into short-term borrowing they them paid back with the late funding. The late disbursement is a concern shared along with other YouthADAPT beneficiaries, although GCA has

[25] Full time employees
[26] Nigeria's Best Female CleanTech Solution

already started streamlining disbursement to help avoid this and help drive further impact in a timelier manner.

YouthADAPT's "patient-capital-plus-coaching" model has shown that smartly structured capital has potential to unlock business-wide returns while increasing societal impact and climate resilience amongst youth in Africa.

3.4. Adaptation finance

3.4.1. Summary of pillar and case study assessment

Overall OECD-DAC+ Grade: Adequate-Good

The adaptation finance pillar remains highly relevant to Africa's climate-finance landscape. The pillar targets the structural barriers (high perceived risk, scarce climate-risk data, and limited direct-access capacity) that explain why the continent attracts barely 12% of global adaptation finance. Its original focus on helping African entities navigate the Green Climate Fund (GCF) and Adaptation Fund (AF) accreditation and proposal processes addressed barriers affecting Africa's access to climate funding. However, this support was limited in only targetting existing and potential Direct Access Entities, a sub-set of the key players within the adaptation finance ecosystem. Therefore, subsequent exploration (albeit in the latter years of AAAP) with private-sector financial institutions, IMF Resilience and Sustainability Facility (RSF) support, and innovative instruments such as the local-currency guarantees (through partnership with Dhamana Guarantee Company in Kenya) illustrates how GCA went on a "test and learn" journey to identify more ways to broaden the scope of barriers the programme was addressing. Majority of stakeholders interviewed attest to the quality of support received by GCA, particularly in strengthening funding proposals, accreditation packages and providing granular climate risk data for bank portfolio stress testing and investment due diligence. At the stakeholder level, GCA's work is seen to add value, indicating strong external coherence. However, minimal synergies with other AAAP pillars highlights gap in internal coherence.

On effectiveness, the pillar has unlocked $338 million in board-approved finance ($272 million through the AfDB-GCF Staple Crops Processing Zone loan and $66 million via the AfDB-TADB credit line) with an additional $300 million pipeline. These are meaningful but leave a sizable shortfall against the $1 billion 2025 objective. This gap can be attributed to the slow transformational effect of TAP support in the face of protracted GCF processes and variable client commitment, and to the infancy of new business lines whose results will largely surface after the AAAP 1.0 window closes. Nonetheless, discrete wins have been identified, demonstrating that GCA's technical approach is robust and increasingly replicable. TAP results accelerate when the right partners are chosen. Equity Bank completed its accreditation package in 6 months and received comments from the GCF within 2 months, while the concept-note process with CSE moved smoothly due to the entity's prior experience with GCF. Other successes include climate-risk stress testing for CRDB and TADB, 5 IMF RSF engagements where GCA's support has informed the facility's adaptation-related reform measures, operational preparation for green-bond structuring in Côte d'Ivoire and submission of GCA-informed accreditation package for Equity Bank. Where performance has accelerated, GCA concentrated on tightly scoped technical packages rather than broad, open-ended assistance through the TAP, suggesting a lesson for Phase 2.

Efficiency remains constrained by GCF/AF processing times. Concept-note development and approval requires ~1 year, so GCA signs multi-year contracts. For example, the Eco Ltd agreement, which covers 4 Senegalese entities and Equity Bank in Kenya, runs until March 2026 to keep consultants available in case GCF/AF return with feedback that needs to be addressed. In this example, most of the outputs (accreditation and proposal package) have been completed and submitted. This shows potential to better utilise GCA's resources.

Impact and sustainability signals are nascent but positive. Accredited or soon-to-be-accredited private DAEs (Equity Bank, GIIF, FONGIP/FONSIS) will institutionalise direct access and create permanent on-continent pipelines. Engagements with CRDB and TADB will allow GCA to develop a replicable support package to scale to private sector banks. Capacity built through region-wide GCF concept-development trainings, and the new Climate Adaptation Finance masterclass ensures that skills persist beyond individual projects. Support for the implementation of the IMF RSF reform measures and climate finance roundtables allows GCA to deepen connections with National government, creating a channel for future engagements on adaptation and resilience. Sustaining this trajectory will require a strategic redesign of the pillar, to turn early outcomes into measurable, long-term resilience dividends and to have systemic impact on addressing the adaptation funding gap.

Core case studies referenced in this evaluation

Each case study illustrates a representative sample across business lines, IFI partners, type of GCA support, geography and timeline of support. The full OECD-DAC+ assessment for these case studies is found in appendix (see section 6.1.4). These projects will be referenced in the subsequent sections as they provide a holistic view of the pillar's portfolio.

1. **AfDB – Green Climate Fund Approval for Staple Crops Processing Zones (SCPZ), Togo, Senegal, and Guinea: Good**

   This engagement demonstrated GCA's effectiveness in strengthening the climate rationale of major agro-industrial investments through rigorous water-resource analytics. GCA's agro-hydrological study shaped AfDB's $472 million SCPZ proposal, securing Green Climate Fund approval for adaptation measures in 8 processing zones. The approved package is designed to reduce climate-related water stress, stabilise yields of key staples, and safeguard incomes for 5.4 million people—most of them smallholder farmers and women in post-harvest processing. Stakeholders expect these measures to boost food security and de-risk private investment, with strong replication potential across the region.

2. **Enhancing Direct Access in Senegal (CSE, LBA, FONGIP, FONSIS) and Equity Bank Kenya]: Adequate**

   The TAP engagement with 4 Senegalese entities (CSE, LBA, FONGIP, FONSIS) and Equity Bank Kenya built a $271 million pipeline by drafting 2 concept notes worth $27 million, preparing Equity Bank's $244 million SMACT concept note package, and issuing 11 fiduciary / gender / safeguard policies while training 30 officials. The effort is targetting Senegal's $4 billion adaptation-finance gap, earning strong marks for relevance and coherence. Yet none of the concept notes or accreditations have been approved, revealing effectiveness and impact weaknesses linked to low partner follow-through at LBA, FONGIP and FONSIS and lengthy approval processes at GCF. TA spend remains lean, but long approval cycles have inflated contract costs and limited transformational impact. Sustainability is adequate because local teams, for non-accredited entities, still relied on GCA to finalise the last 10-20% of accreditation documents. In short, TAP proves the model can help to strengthen documentation to access large-scale finance when partners are motivated (CSE, Equity Bank) but highlights the need for stronger pre-engagement due diligence, cost-per-output metrics and structured hand-over plans to convert draft outputs into approved investments.

3. **Capacity building workshops (in partnership with GCF and AF): Good**

   The Nairobi and Dakar workshops demonstrated TAP's attempt to expand from one-to-one TA to scalable regional learning. In collaboration with GCF and AF, 70+ officials from 25 African countries were trained, with training seeding new peer alliances that plan to co-develop Enhanced Direct Access pipelines. The events earn good marks for relevance and coherence by addressing the

accreditation and project-design barriers that block adaptation finance. Impact is adequate as no funding has yet flowed and participants expressed desire for post-workshop mentoring to convert lessons into bankable concept notes. Therefore, sustainability hinges on follow-up support to embed the new fiduciary, gender and climate-rationale skills across DAEs.

4. **Climate Adaptation Finance (CAF) Masterclass: Good**

   Co-developed with PFIs/DFIs under the GCA–EBRD MoU, the masterclass translates climate risk into bankable lending decisions by embedding hazard analytics and adaptation logic in credit, risk, and reporting workflows. A reusable Body of Knowledge and hybrid delivery—built with Frankfurt School, Rebel, and Royal HaskoningDHV—positions African banks to link scenarios to ROI/IRR and expected loss, and to structure de-risked products (guarantees, concessional tranches, resilience-linked features) for MSMEs across agriculture, water, manufacturing, and urban services. This practitioner fit and scalability underpin a Good rating, with early uptake indicating strong potential to shift portfolios. It's not higher because cohorts have yet to complete and measured competence gains, transaction evidence, and gender-responsive KPIs are still pending.

5. **Dhamana Guarantee Company: Good**

   GCA is embedding climate-risk analytics and adaptation requirements at each due-diligence gate—Pre-screen, Technical DD, Commercial Close, and Monitoring—for Dhamana's guarantees on energy and telecom deals across East Africa (Kenya, Uganda, Tanzania, Rwanda). The workflow turns color-coded risk flags into costed Adaptation Action Plans and climate-related conditions subsequent in guarantee agreements; a piloted screening on Ofgen's ~500 Kenyan telecom towers is already feeding developer engagement and DD. Standardized tools and a batch cadence aligned to Dhamana's 3 pre-screen and DD cycles target ~12 projects over 12 months, cutting rework and accelerating institutional uptake via SOPs and clause templates. These practitioner fits and early shifts in go/no-go decisions and term sheets justify a Good rating, with high potential to de-risk portfolios and bolster investor confidence. To move higher, the partnership must close guarantees with end-to-end climate integration, track operational performance, and embed gender and community metrics in covenant monitoring.

Introduction to the Theory of Change for the Adaptation Finance pillar

Within this pillar, activities produce outputs that are intended to shift behaviours inside commercial banks, public agencies and Direct Access Entities (DAEs), which then expand the quantity and quality of adaptation capital flowing to adaptation projects and businesses. Once that finance is moving at scale, investments create jobs, protect existing businesses, create new streams of income related to adaptation and resilience, help firms minimise costs of climate disruption and embed adaptation in national policy and financing norms.

Under this pillar, GCA has designed 3 business lines to deliver impact. In practice, however, parts of the business line are not complementary. Technical assistance for commercial banks and the TAP both seek to mobilise investment for adaptation, whereas the IMF RSF work is mainly policy oriented. Structurally housing it under the Adaptation Finance pillar obscures accountability and blurs the focus on mobilising capital. A more coherent design would shift RSF advisory work to a cross-cutting policy-oriented pillar, allowing the adaptation finance pillar to concentrate on transactional assistance that unlocks measurable flows of finance.

- **Technical Assistance Programme (TAP**) – Support with GCF/AF concept notes, funding proposals and accreditation assessments, reinforced by targeted workshops, increases both the number of accredited entities and the volume of high-quality submissions. As more national and private entities meet fiduciary and environmental standards, climate-fund approvals and disbursements rise, and governments adopt programmatic, multi-sector pipelines that channel finance directly into priority adaptation projects. The TAP theory of change is directionally right but vulnerable to

external bureaucratic delays and variable partner capacity. The ToC become stronger when GCA targets entities that already meet a threshold of institutional readiness and when support is reduced to specific accreditation and project development support. Without these safeguards, the model risks long lead times and limited catalytic impact relative to the effort invested.

- **Scaling Domestic Private Sector Engagement for Adaptation Finance** - GCA's activities have covered portfolio stress-testing, regulatory alignment, bank staff training and targeted partnerships with lenders. Immediate outcomes are a completed stress test on the bank's portfolio and improved internal knowledge of how to perform the portfolio stress test. Intermediate outcomes are expected to include utilisation of portfolio stress testing in investment decisions, replication of portfolio stress-test in other banks and improved awareness of climate risk in financial sector. The outcome is a banking landscape where capital is routinely steered toward climate-resilient sectors and away from high-exposure assets, demonstrating the role of domestic financial institutions as critical private sector actors in scaling adaptation finance. With the intended impact goal of increasing funding for A&R to the bank's customers, these outcomes help create new businesses and jobs while helping existing firms avoid climate-related losses.
- **Innovative Financial Instruments –** The theory of change centres on structuring complementary financial instruments (highlighted by GCA as green bonds, climate-risk insurance and blended-finance facilities) that can mobilise large pools of public and private capital. Advisory support provides term-sheet templates, risk-allocation options and viability tests that issuers and regulators can adapt to local conditions. Green-bond and insurance concepts are in early stages of development, while blended-finance facility design remains at scoping stage. Once these instruments reach issuance, their de-risking features lower the cost of capital and unlock a flow of funds for adaptation and resilience.

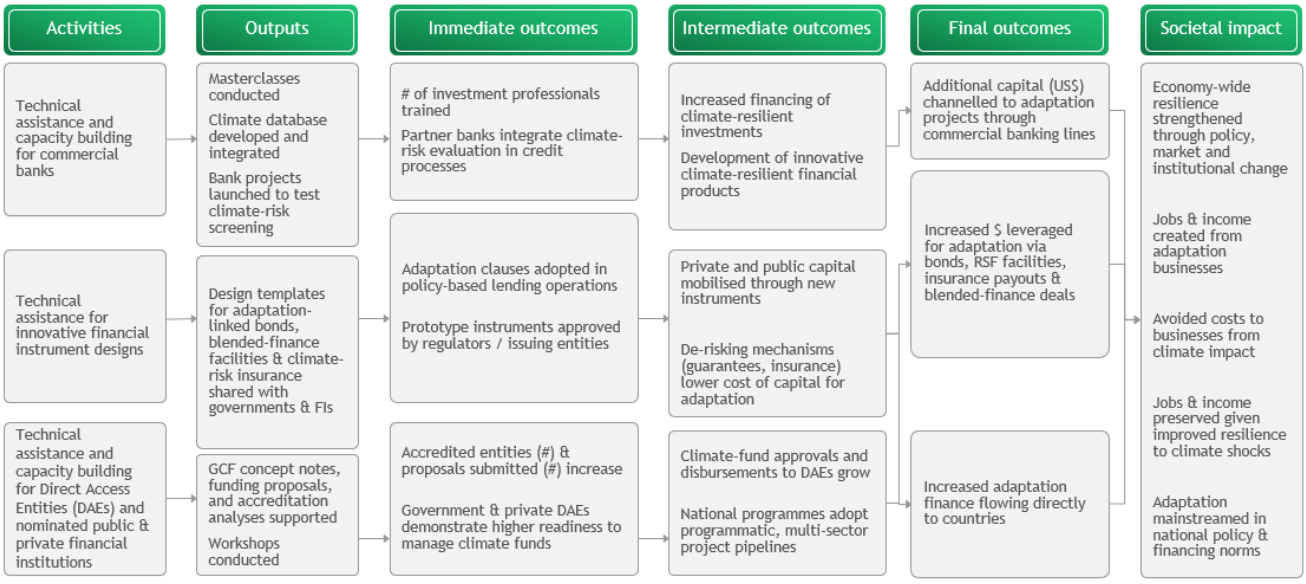


Figure 15: AAAP's Theory of Change under the Adaptation Finance pillar

Fit for purpose - Relevance and Coherence

Africa attracts less than 12% of global adaptation finance, in part because adaptation-related projects are seen as less financially attractive and financial institutions lack climate-risk data to invest more in adaptation. This problem persists even with dedicated climate funding sources. Multilateral climate funds

(e.g., GCF and AF) can close a large share of a country's climate funding gap because they accept higher risk and finance projects at the scale countries need, yet access to these funds for African countries is limited. In the case of the GCF, only 18 Direct Access Entities (DAEs) are accredited across 13 of the 54 countries in Africa. Therefore, the adaptation finance pillar is highly relevant because it tackles the key constraints behind access to adaptation funding, particularly with regards to available sources of climate funding. This provides an explanation for why the pillar's original focus was on targetting barriers African entities face in accessing multilateral climate funds. Many potential applicants struggle with high upfront costs, stringent GCF requirements and limited capacity to draft robust and programme-based proposals. AAAP's TAP responded by guiding institutions through accreditation packages, strengthening concept notes and funding proposals and running capacity-building workshops (in partnership with GCF) to help African finance stakeholders better understand GCF processes.

AAAP's case for supporting the private sector and developing innovative financial instruments for adaptation and resilience is also relevant. Technical capability and data constraints in banks limit the ability of local financial institutions to price climate risk in portfolio and fund adaptation. The under-development of de-risking instruments such as local currency guarantees limits the ability for African countries to crowd in funding for adaptation.

On the other hand, coherence has been uneven. Early TAP work aligned with government and fund priorities yet delivered limited value to the AAAP because lengthy external approval cycles slowed and hindered progress towards the pillar's goals. GCA responded by widening the pillar's offer across its other business lines, notably securing new partnerships with local private-sector banks to channel domestic lending toward adaptation. The trajectory shows a programme learning from early constraints and repositioning to convert technical assistance and capacity building into more tangible results. However, results related to GCA's new activities under the pillar are not available, given these activities were just started in the last 1-2 years.

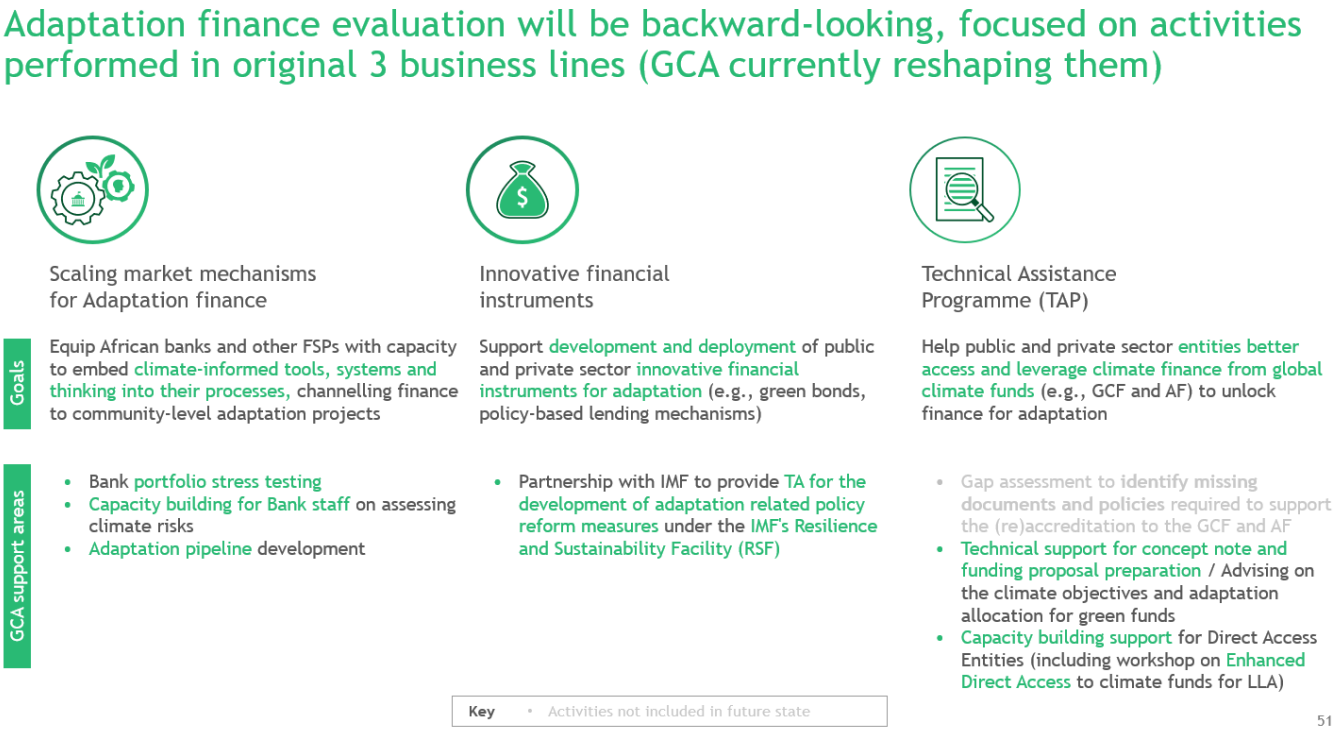


Figure 16: Adaptation Finance business line and support areas

Performance against objectives - Effectiveness

The pillar has shaped $338M in board approved finance ($272 million via the GCF-AfDB Staple Crops Processing Zone (SCPZ) loan and $66 million through an AfDB-TADB credit line) with a ~$300 million near-term pipeline. This result shows that the adaptation finance pillar remains distant from its goal to "unlock access to $1 billion in adaptation finance by 2025". Acknowledged by GCA, this can be partly attributed to the TAP's limited catalytic impact due to long GCF/AF accreditation cycles and uneven commitment and capacity of the entities it supported.

GCA's activity within this pillar has broadened since inception. In 2021, GCA's activities mostly centred on getting African entities accredited to GCF/AF (complemented by capacity building workshops for DAEs), whilst 2022 added projects with African banks (TADB). Recent years have introduced the development of Masterclass for commercial banks and expanded the private sector coverage (CRDB, Dhamana Guarantee Company). This evolution reflects a deliberate move from GCF/AF accreditation support focus to a more strategic effort to mainstream adaptation in public & private financial flows and policy-driven mechanisms. However, new partnerships and activities under other business lines are still in early stages and are yet to produce tangible immediate outcomes.

Performance across the business lines is summarised below:

- **Technical Assistance Programme (TAP**) – 9 engagements (2 completed) across 10 countries with only 1 funding proposal (AfDB SCPZ project) approved to date. 3 capacity building workshops introduced themes such as improving climate information and analysis for GCF proposals, accessing climate-data tools and methodologies and Enhanced Direct Access (EDA) modality. 80+ practitioners from 25 African countries were in attendance of the workshops, facilitated by GCA and in partnerships with GCF and other relevant climate finance entities. Narrowing TAP's scope to those activities where GCA demonstrably adds value (e.g., Targeted technical support on critical concept notes components) was recommended by an internal business line review.
- **Scaling Market Mechanisms for Adaptation Finance** - Climate-risk stress tests have been completed for TADB. Partnership with CRDB is under way to meet new Bank of Tanzania guidelines and steer more than $1 billion toward adaptation lending by 2030.
- **Innovative Financial Instruments –** Dhamana partnership focuses on local-currency guarantees across East Africa to unlock domestic capital, with 2 transactions screened at early stage due-diligence in 2025. The flagship Côte d'Ivoire sovereign green-bond roadmap is still at the Climate Public Expenditure and Institutional Review (CPEIR) stage.

Efficiency of GCA's spend- Efficiency

Based on the current portfolio, ~EUR 4.5M has been allocated to this pillar. 30% of this budget is allocated to TAP business line, 35% on financial system, and 35% on Innovative instruments. However, at least 16% of the budget allocated for business lines 2 and 3 is for projects that are still in GCA's pipeline, indicating how some of this pillar's activities are still early in development.

Evidence of impact - Impact

- **Technical Assistance Programme (TAP**) –GCF approval of the $272 million for the AfDB Staple Crops Processing Zones confirms that strengthened proposals can translate into finance. The intended impact of GCA's support is a growing number of local and regional accredited entities in Africa that can channel climate funds to adaptation and resilience projects. With GCA's support,

10 countries are potentially on that pathway but with minimal progress realised over 5 years of the programme's support.

- **Scaling Market Mechanisms for Adaptation Finance** –Early signals of impact are the CRDB partnership which commits to integrating a full climate-risk stress test, capacity-building and pipeline development into its core systems, creating a replicable model that GCA can potentially cascade to other African banks. However, review of project pipeline shows no clear sign of support being scaled to other commercial banks across Africa, minimising potential of wider non-project specific impact.
- **Innovative Financial Instruments –** As engagements under this business line are still in early stages, evidence of impact is even more limited. Dhamana Guarantee Company partnership ensures rigorous climate-risk screening and climate-resilience clauses included in all future investments, with due-diligence insights from GCA already informing go-/no-go decisions on two early-stage infrastructure deals.

Perspectives from stakeholder interviews can be used as evidence to better understand the potential impact of GCA's activities under the Adaptation Finance pillar. Bank stakeholders interviewed in Tanzania identify GCA's support as critical in raising awareness of adaptation and upskilling bank staff on climate risk assessments.

Strengths in approach and delivery- Effectiveness and Sustainability

GCA has adopted a mixed delivery approach through the adaptation finance pillar as the conventional AAAP delivery model of leveraging the structure of an IFI project to mainstream A&R has been less utilised. The pillar's 3 distinct delivery channels can be summarised as: (i) TAP for climate-fund access and (ii) climate finance toolkit for financial institutions (e.g., commercial banks, guarantee companies). Capacity building workshops and training for finance practitioners have been conducted, supplementing GCA's technical assistance efforts.

GCA's new Masterclass on Climate Adaptation Finance, co-developed with EBRD and delivered by specialist partners such as the Frankfurt School of Finance & Management, gives African banks a sustainable mechanism to upskill their staff. The masterclass provides a single, practice-oriented channel to learn about climate-risk disclosure, structuring resilience bonds and how to integrate adaptation lending into the bank's core portfolios. The blended format (handbook, online module and live case-based sessions) allows rapid scale-up while anchoring learning in real transaction scenarios, so participants leave with tools they can deploy immediately in credit and product teams.

Through these different methods, GCA realised some level of success (*detailed in performance against objectives section*) and built sustainable methods for long-term capacity building. However, the adaptation finance pillar is yet to achieve the catalytic impact required to meet its goals given the lack of cohesion across the different delivery methods.

Areas for improvement

The next iteration of the adaptation finance pillar could benefit from sharper strategic framing to ensure GCA achieves its objectives.

A clear problem statement could be articulated by laying out the different bottlenecks hindering adaptation finance across the value chain and by assessing the solutions and efforts required to address these challenges and their subsequent impact. A potential way of segmenting the problem is along two dimensions: (i) supply- vs. demand-side and (ii) mainstreaming A&R into existing public- and private-sector flows vs. innovating entirely new instruments and funding channels.

The evaluation highlights potential areas of improvement for GCA, across the two-by-two dimensions, that GCA is either now addressing or not yet addressing.

On the **demand-side mainstreaming** axis,

- **Lack of transformation impact with current iteration of TAP has been identified and is being addressed by GCA** – TAP remains output-heavy, dependent on GCF procedures and level of engagement from partner institutions. Only $272 million has been mobilised after 4 years, indicating the limited transformational impact GCA was able to realise by offering accreditation support to local entities. A redesign is under way to shape TAP into a more strategic business line, with potential focus areas including working with already accredited entities and driving innovative through the EDA funding modality (which devolves decision-making and fund management from the GCF/AF to the local level). GCA identified several potential areas of support under the EDA modality. This includes helping national and sub-national partners package investment vehicles that tap EDA funds through existing Accredited Entities and working with DAEs to craft EDA-aligned project pipelines/programmes that link to National Adaptation Plan (NAPs), country platforms and domestic resource mobilisation pipelines. Other relevant areas identified include helping to scale investments for existing Locally Led Adaptation projects by linking the People's Adaptation Plan to EDA project pipelines.

On the **supply-side mainstreaming** axis,

- **Expansion of support to the domestic private sector is a priority that GCA is addressing -** TA package developed to shape domestic financial systems and unlock local financial flows. Although this work remains in the early implementation stages, it has potential to scale given replicability of support provided by GCA. For example, in its support to African Banks (e.g., TADB, CRDB), GCA aims to help local banks better understand and manage climate risks. The support package (in its current form) includes Bank portfolio stress testing, adaptation pipeline development and upskilling of bank staff, where GCA provides data, tools and mechanisms to help internalise the capacity to integrate climate risks in investment decision making. This type of support can also be leveraged for other domestic financial actors. An example of this is through the work GCA is doing in its partnership with Dhamana Guarantee Company, where GCA provides TA for climate risk screening of investment prospects.

On the **cross-cutting (supply and demand-side)** axis,

- **Strengthening links to other AAAP pillars could better connect the demand and supply side on both innovation and mainstreaming**- the programme currently lacks systemic links to the AAAP sector pillars as finance TA seldom complements food-security or infrastructure pipelines. There is potentially a missed opportunity to link investors with ready and more bankable projects that are seeking funding to implement adaptation packages, whilst also helping businesses develop compelling case for their A&R needs through capacity building initiatives. The latter point could be channeled through the Youth and Jobs platform.

On the **supply-side innovation** axis, several systematic opportunities remain untapped by GCA. The evaluation identifies two critical opportunities in this segment

- **Advocacy for reform measures to drive project bankability** - Most adaptation projects still lack predictable cash flows, blocking access to blended finance, resilience bonds and other financial instruments. Potential for GCA to provide technical assistance to develop technical studies on how to monetise resilience benefits (e.g., promotion of Adaptation Benefit Mechanism (ABM) that reward downstream stakeholders and improve their access to commercial finance through policy mechanisms such as Solidarity Levy or Adaptation Taxes.)

- **Development and sponsorship for the creation of an African Adaptation Guarantee Facility** – A pooled, Africa-wide guarantee mechanism that offers partial credit, political-risk and currency coverage for adaptation projects. By absorbing first-loss risk, such a facility could leverage domestic capital, immediately increasing the flow of private finance into climate-resilient infrastructure, agri-value chains and MSME portfolios
- **Lead effort to develop continent-wide A&R standards** – GCA could spearhead the development of an African A&R taxonomy for adaptation-aligned assets, secure formal endorsement from securities regulators and pilot the framework with a handful of early-adopter banks and stock exchanges.

In addition to the above areas of improvements, GCA would then need to think about how the (existing or new) roles it could play would fit its capabilities, prioritizing areas and action models where it can have the biggest impact. One example could be a "system-wide" role - convening stakeholders and helping to set standards and embed climate risk in macro-fiscal frameworks - would potentially yield smaller attribution ratios for GCA but have higher stakes in shaping systemic incentives for adaptation finance. Another example could be a "deal enabler" and "bank-level mainstreamer" role - supporting project stakeholders to prove new cash flow models and scale them through replication – would yield higher GCA attributability but more localized impacts.

3.5. IMF RSF support (add-on to the four initial pillars)

3.5.1. Summary of pillar and case study assessment

Overall OECD-DAC+ Grade: Good

Core case studies referenced in this evaluation

Each case study illustrates a representative sample across business lines, IFI partners, type of GCA support, geography and timeline of support. The full OECD-DAC+ assessment for these case studies is found in appendix (see section 6.1.4). These projects will be referenced in the subsequent sections as they provide a holistic view of the pillar's portfolio.

1. **IMF Resilience and Sustainability Facility (RSF), Tanzania: Good**

   This engagement highlighted GCA's ability to embed climate adaptation into macroeconomic reforms through high-level policy and technical support. GCA co-designed key Reform Measures for Tanzania's $786 million IMF RSF and delivered a government-owned, license-free web platform hosting national climate-hazard and vulnerability maps. These tools are enabling the integration of climate risk into fiscal policy and financial-sector supervision, with the Bank of Tanzania already piloting their use to guide lending standards for commercial banks. The platform, coordinated by the Prime Minister's Office, provides ministries with a shared evidence base for climate-screening public investments, supporting the RSF's macro-stability objectives. Stakeholders see strong potential for long-term impact, including reduced non-performing loans in climate-exposed sectors and more climate-resilient public infrastructure investment decisions.

2. IMF Resilience and Sustainability Facility (RSF), Madagascar: Good

GCA played a catalytic role in embedding adaptation into Madagascar's $321 million IMF RSF, shaping reform measures on public investment management, water governance (Code de l'eau), and a national climate finance strategy. The engagement is highly relevant to macro-critical climate risks and was delivered efficiently during the IMF's short preparation window, leveraging strong coordination with the World Bank, UNICEF, and EU. Effectiveness is good, with early traction in updating the water code and finance-flow mapping, though links to downstream investments remain to be codified. Sustainability is promising as reforms are anchored in laws and fiscal systems, while inclusion is adequate, with broad social benefits but limited gender-disaggregated metrics.

3.5.2. Introduction to the Theory of Change for IMF RSF support

2023 opened the collaboration with the IMF's Resilience and Sustainability Facility (RSF). The support to the IMF's RSF has a different theory of change as the TA seeks to mainstream adaptation into the IMF's RSF reform measures, which informs policy, regulatory and institution frameworks (rather than individual investments). Leveraging climate diagnostics, the UFF supports the identification and formulation of adaptation related Reform Measures (RM) which need to be implemented by governments in a time-bound manner to release the disbursement of a tranche of concessional budget support. The TA on implementation of the RM then guides Ministries/Departments/Agencies to execute. The support also facilitates climate-finance roundtables to build momentum and channel financial flows, from government and financial institutions. While these roundtables cover both adaptation and mitigation finance, AAAP's engagement focuses exclusively on adaptation. As a result, the TA to the IMF RSF produces systemic impact, strengthening national adaptation efforts through improved policy, regulator, and institutional frameworks that mainstream adaptation considerations.

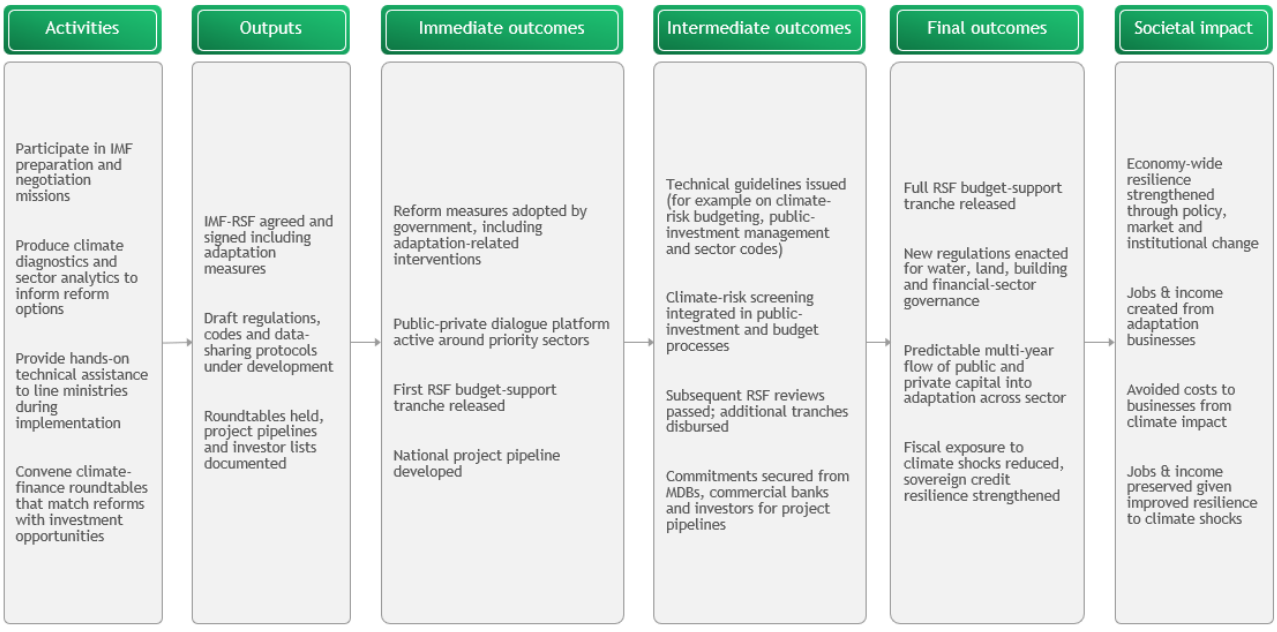


Figure 17. AAAP's Theory of Change for the IMF-RSF work

Fit for purpose

Under the AAAP Upstream Financing Facility, the Technical Assistance (TA) provided to the IMF's RSF is instrumental in mainstreaming adaptation at the systemic level . By providing TA that helps to shape and implement the RSF's adaptation policy RM, this support drives transformational and country-wide impact.

This is because the conditionality of the RSF's disbursement is tied to implementation of each RM, incentivising strong uptake within national and regulatory frameworks. For the RSF, the specific adaptation expertise also helps the stakeholders (IMF and governments) better understand the impact that climate change poses to the macro-economy (including the wider population). Making this connection to the economy is imperative to establish a collaboration with an organisation like the IMF that is focused on economic growth, debt sustainability, and poverty alleviation.

Performance against objectives

Till date, AAAP's Upstream Financing Facility has supported the IMF's RSF in seven countries: Benin, Senegal, Madagascar and Tanzania through technical and implementation support, and Kenya and Côte d'Ivoire through climate finance roundtables, with The Gambia in early-stage pipeline. Through the RSF, GCA has helped shape the design of adaptation-focused reform measures in Benin and Senegal. It has supplied sector analytics and joined IMF missions that helped shift Senegal's RSF priorities to adaptation from mitigation, helped embed climate change considerations in Madagascar's public investment system and advised on adaptation integrations across proposed sectoral reforms in Tanzania. Downstream support now guides the implementation of some of the adaptation policy reform measures. This includes water code revisions in Benin and Madagascar, the development of the Tanzanian climate hazard-map platform (to enhance integration of climate change in sectoral policies and planning) and establishment of a national climate finance strategy in Madagascar. Climate finance roundtables in 5 countries complement these efforts by convening public and private stakeholders on adaptation investment projects, to mobilise adaptation funding.

Areas for improvement

First, the IMF-RSF engagement exemplifies how the AAAP's Upstream Financing Facility can drive systemic change. However, the work is structurally housed in the Adaptation Finance pillar, specifically under Innovative Financial Instruments, while day-to-day delivery sits elsewhere. This misalignment obscures the programme's policy focus and reinforces external confusion about AAAP's operating model. In the next iteration of AAAP, positioning the IMF RSF support as a cross-cutting, policy-driven initiative is a quick win to sharpen the strategy and overall narrative.

Next, sustaining support to the IMF's RSF will allow the UFF to continue to mainstream adaptation into reform measures proposed by the IMF, that subsequently maximise national adaptation efforts. Policy is instrumental in helping to prioritise and drive adaptation at the national scale. The convening power of the IMF ensures that reform measures agreed with the government are implemented. Therefore, the UFF's support to the IMF will continue to be an effective way to shape adaptation policy measures on the national government agenda, subsequently shaping policies and guidelines adopted across sectors.

Finally, across the IMF stakeholder interviews, key recurring improvement themes appear:

- **Strengthening MEL support -** after reform measures are agreed, stakeholders suggest that GCA teams could stay engaged (through on-ground presence where necessary) to verify implementation, adapt support and ensure outcomes align with expectations.
- **Sharpening communication and leadership roles, particularly on climate finance roundtable workstreams they are driving –** one stakeholder interviewed highlighted importance for GCA teams to maintain momentum, engaging stakeholders in smaller meetings outside of formal bi-weekly calls.

Evidence of impact

IMF RSF support has realised immediate outcomes in adaptation policy RM being included in approved RSF's, such as water-governance and building-code measures in Benin and integration of climate risk into

public-investment management in Madagascar. Other early indications of impact are the new requests for GCA's support on other RSF's (e.g., 6 countries in pipeline), indicating GCA is moving from just being a supplier to being a partner of the IMF's RSF. Additionally, government requests for GCA involvement on other reform measures (e.g., Tanzania) shows how the TA has helped establish a relationship with national government.

IMF stakeholders interviewed acknowledge that the expertise (provided by the AAAP's Upstream Financing Facility) helped shape and implement RSF content, particularly filling the gap in terms of adaptation related measures. They note that in RSF negotiations, experts from GCA sit in country missions, use climate data and analytics to sharpen the climate rationale for reform measures and help translate technical risks into policy actions that governments can implement. Once a package is agreed, GCA's team remains available for additional requests, with one stakeholder noting that the support is viewed as long term (~ 3years). They note that the UFF's implementation support helps to turn IMF conditionality into concrete workplans. For example, drafting water-code revisions in Madagascar, scoping carbon-market opportunities in Benin and guiding development of climate hazard and vulnerability maps in Tanzania. One IMF stakeholder indicated value in GCA's willingness to drive adaptation project-preparation facilities and pull in MDBs and private financiers through climate-finance roundtables and verify that pipelines are bankable. These stakeholders also note that working with GCA provides more legitimacy with governments as they are seen as a complementary independent partner.

Strengths in approach and delivery

Two IMF stakeholders interviewed admit their strong mitigation expertise but limited know-how on adaptation. Therefore, noting that when GCA's team joins RSF negotiations, their expertise and guidance help them better understand adaptation elements are (e.g., role forests could play in enhancing resilience, water governance and disaster risk management) and are compelling enough to encourage IMF to embed more adaptation concepts in reform measures. However, uptake varies because some mission chiefs prefer to negotiate RSF conditions without external partners. Therefore, the request for the AAAP's TA support depends on teams (IMF mission chief), context and authorities.

One IMF stakeholder interviewed highlighted the value in ability to step in with government counterparts whenever mission chiefs are unavailable, confident that the team understands their procedures and can relay messages to the government. The stakeholder praised the direct and transparent communication from the GCA team, citing that the team is clear about what support it can and cannot provide and quickly offers practical help such as drafting Terms of Reference (ToR) or sourcing consultants, allowing authorities to decide whether to proceed in-house without friction.

Results till date

ADAPTATION FINANCE IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
I. $ in approved investment projects reflecting adaptation solutions brokered or where adaptation finance solutions were shaped	*USD*	1,937,700,000	337,700,000
1) MDB lending (SO and NSO)	*USD*	337,700,000	337,700,000
2) Public sector	*USD*	-	-
3) Private Sector	*USD*	1,600,000,000	-
4) Other - grants, CF, etc	*USD*	-	-
H. # of individual beneficiaries targeted through approved investment projects informed by GCA	*#*	-	-
1) % proportion of individuals that are women	*%*	-	-

ADAPTATION FINANCE IMMEDIATE OUTCOMES	Units	Total Targets	Total Achieved
G. # of jobs targeted by GCA solutions including through investment projects (indirect) and GCA-supported entrepeneur and job programs (direct)	#	-	-
1) # of jobs created by GCA-supported entrepreneur and job programs (direct)	#	-	-
2) # of jobs expected to be generated by approved investment projects informed by GCA (indirect)	#	-	-
F. Sector level results targeted through approved investment projects informed by GCA:		-	
E. # of GCA solutions and methodologies provided to external stakeholders	#	-	-
1) # of Board-approved MDB or Multilateral Climate Fund investment projects for which GCA is contributing its expertise on climate adaptation	#	-	2
2) # of instances where GCA solution has been brokered (excluding MDB projects counted under E1)	#	-	-
D. # of policies and development strategies endorsed by government that are informed by GCA research and support	#	-	2
C. % proportion of GCA training participants that report experience of strengthened capacity, skills, and/or empowerment for adaptation action	%	51%	-
B. # of intergovernmental, institutional, organizational and association collaborations brokered by GCA	#	-	1
A. # of international climate adaptation agreements reached with GCA support and analysis	#	-	-

ADAPTATION FINANCE OUTPUTS		Total Targets	Total Achieved
11. # of climate adaptation knowledge solutions brokered and finance solutions shaped	#	-	24
P4: # of GCF concept notes, funding proposals, and accreditation analysis supported to access climate finance	#	-	11
P4: # of adaptation metric analyses for financial instruments	#	-	5
All pillars: # of (other) studies/assessments/reports	#	-	4
All pillars: # of Masterclasses or training courses	#	-	4
10. # of GCA interventions and engagement to provide inputs to strengthen policies and development strategies	#	-	-
9. # of individuals trained through in-depth GCA training	#	-	44
a) % proportion of women	%	-	-
b) % proportion of youth	%	-	-
c) % proportion of students	%	-	-
d) % proportion of community leaders	%	-	-
8. # of countries represented in convenings by head of state and government or ministers	#	-	-

ADAPTATION FINANCE OUTPUTS		Total Targets	Total Achieved
7. # of GCA-led convenings for climate adaptation action	#	-	-
6. # of GCA-led policy-oriented products	#	-	-
a) # of People's Adaptation Plans	#	-	-
5. # of high-visibility debates and milestone events that integrate GCA's inputs	#	-	-
4. Media uptakes and digital engagement:		-	-
3. # of citations of GCA publications	#	-	-
2. # of organizations seeking GCA knowledge and advisory support	#	-	1
1. # of knowledge publications and applied research products	#	-	-

3.5.3. Value for Money

Project Context

The adaptation-finance pillar adopts a country-level lens in Tanzania to examine how AAAP's technical engagement can benefit the country overall. There are four ongoing programs in the country spanning sovereign budgets, commercial banks, and an agriculture-focused development bank:

- **Tanzania Agricultural Development Bank (TADB) –** Funded alongside AfDB under AFAC[27], GCA conducted a "portfolio de-risking" where they used climate-risk analytics and produced heat-maps to determine at risk areas, along with training staff so high-risk borrowers can be flagged and lending terms adjusted accordingly
- **Financial Access for Sustainable and Transformational Growth (FAST) facility with CRDB –** World Bank created a $250 million facility to extend long-tenor credit to SMEs for adaptation financing via commercial banks; $70 million of this has been allocated to CRDB in the form of a green-bond
- **Cooperative and Rural Development Bank (CRDB)** – using the same tools provided to TADB, GCA works with CRDB to build capabilities to deploy the $70 million green-bond towards resilience projects
- **IMF Resilience & Sustainability Trust (RSF) Tanzania** – IMF has allocated $786 million to Tanzania as a concessional credit-line for the government to draw from in tranches once it meets climate-reform milestones, GCA is providing TA, capacity building along, and tools that allow for the funding to be disbursed e.g., co-creating a hazard-mapping tool, drafting climate-risk analysis and infrastructure stress tests to provide adaptation scenarios, etc.

Project Benefits

The projects anticipatory returns show **high potential for delivering favourable VfM**. If Tanzania follows through on the full suite of adaptation measures that AAAP helped design, the country could unlock sizeable, economy-wide gains for a very modest out-of-pocket cost. Across the four programmes we could see results of BCR of 4:1, an NPV of ~$ 4.1 billion and an IRR ~38% over 25 years, with avoided losses to 2050 driving most of the value. This estimated BCR of 4:1 sits within the ~2–6 range typical of well-performing adaptation investments in Africa[28], to help deliver resilience benefits and long-term economic gains across sectors in the country.

[27] Africa Adaptation Finance Accelerator

[28] Benchmarks: World Bank's Assessment of Food Security Early Warning Systems for East and Southern Africa (Link), WB's Corridors without Borders in West Africa (Link); CGIAR's climate-smart agricultural practices among smallholder farmers (Link), CCC Electrifying Rural Ghana (Link)

Much of that upside (~85%) sits at the macro level within the IMF-RSF project. By combining its climate-hazard maps with a Green-Economy Model, GCA showed that forward-looking upgrades to roads, power, buildings and productive capital could keep up to US $ 135 billion in climate damage off Tanzania's balance-sheet by 2050, roughly five years of today's GDP, while lifting long-run growth. Under a counterfactual no adaptation baseline, the same infrastructure would return a BCR of ~0.5:1, and leave Tanzania fully exposed to a ~$135 billion loss. Those insights fed directly into the IMF's ~$ 786 million RSF where each tranche is released only after the government completes milestones, such as the hazard-mapping portal and the first national infrastructure stress-test co-created with GCA, ensuring the reforms that generate the bulk of benefits happen.

The remaining 15% of benefits arise inside two very different banks—each now equipped to keep loans performing as the climate shifts.

- **TADB:** GCA's heat-maps and stress-tests show climate shocks could push non-performing loans to 5.22%; with the new tools in daily use, this can be reduced by up to ~3.11%. These avoided credit losses end up staying with beneficiaries[29] and yielding societal benefits, which in turn amount to ~$75 million in benefits across 25 years[30]. Additionally, TADB requested an extension on the TA being provided due to the impact and knowledge they gained to help uplift their portfolio. The "train-the-trainer" approach is being taken so the TADB staff can roll the methodology out to peers, extending the benefits beyond the pilot portfolio

- **CRDB:** As Tanzania's largest bank[31], CRDB could face climate-driven NPL risk of up to 7.17 percent. GCA's stress-tests, staff training and adaptation-lending pipeline could decrease it by ~4%; these being in place allow the ~$70 million green bond to be disbursed[32]. Together, the avoided credit losses and new lending capacity are projected to deliver ~$763 million benefit over 25 years mostly from the wider societal gains from beneficiaries

Without GCA's TA, the counterfactual scenario for the bank would likely result in NPL ratios remaining elevated for another ~5-10 years, with some relief only appearing once the IMF-RSF reforms start being implemented, sharply reducing these benefits.

Along with these results, AAAP's own outlay is very small, ~$594k for staff time and specialist consultants, while its interventions help to steer ~ $386 million of IFI capital, giving an shaping ratio of 1:650[33]. On a similar note, the contribution ratio is 1:10[34], these metrics indicate how modest internal resources can mobilise substantial external funding.

Should Tanzania implement only half of the recommended measures, the model still produces an NPV of roughly US $ 2.1 billion; even at 25% uptake the NPV remains above US $ 1 billion. These findings indicate that AAAP's catalytic inputs could position Tanzania for multi-billion-dollar resilience gains, incorporating sustained capabilities as well, which provide a sound argument for favourable value for money.

[29] Assumptions: NPL recovery improves from 30 % in Year 1 to 70 % by Year 15 (balance written off). Of recovered funds, 87 % circulates in the real economy (1.9× agri multiplier) and 13 % remains with the bank as interest/fees (0.9× finance multiplier) (SET Social Accounting Matrix Tanzania 2015, Multipliers consider direct, indirect and induced benefits)

[30] Avoided-loss estimate assumes climate-related NPL increase of 3.11 pp without GCA tools; figures convert TZS to USD at 2024 average rate

[31] CRDB holds ~25 % of banking-sector assets; Source: Bank of Tanzania 2024 data

[32] In 5 tranches from 2026-2030

[33] Shaping ratio: (total finance shaped by GCA ÷ GCA spend) – captures every $ the programme helped shape, even if attribution is indirect; Excludes the IMF-RSF given it is sovereign budget support and sits outside AAAP's shaping scope

[34] Contribution ratio: (total funding directly committed to adaptation solutions recommended by GCA ÷ GCA spend) – counts only dollars that can be clearly traced to GCA's recommendations; Excludes the IMF-RSF budget similar to above

4. AAAP-level Impact Assessment

4.1. AAAP-level OECD-DAC+ assessment

AAAP's impact is anchored by two vertical pillars (Food Security and Infrastructure & Nature-Based Solutions) that have built strong outcomes track record. The other two cross-cutting pillars (Youth & Jobs and Adaptation Finance) have had to shift their approach over time, which has limited time for outcomes to fully materialise across their portfolio.
By design, the two verticals aimed to deliver ~85% of the $25 bn investment shaping goal and now support 70+ IFI-approved projects worth over $16.5 bn (30% from Food Security; 70% from Infrastructure & NbS). Their stable delivery model—rigorous risk assessments, co-designed measures with MDBs, and expanding capacity-building—has yielded evidence of direct outcomes, with AAAP's inputs embedded in project appraisal documents, and in some LLA projects yielding systemic/institutional changes.

The cross-cutting streams, besides their strengths in relevance, mostly offer some early proof points. YouthADAPT has catalysed job creation and private finance, with each $1 invested generating $1.80 in revenue and $0.50 in net profit, though total financial scale remains modest. The Adaptation Finance pillar, still maturing, is structured around more systemic interventions—such as financial architecture reform and sovereign financing instruments—whose benefits are expected to materialize over longer timeframes.
Together, the pillars present a layered impact profile: Food and Infrastructure drive near-term, monetizable gains; Youth & Jobs demonstrates social and entrepreneurial value; and Adaptation Finance lays the institutional groundwork for sustained financing of long-term resilience.

Relevance, coherence and inclusion emerge as key AAAP strengths, anchored in alignment with national plans, close integration with IFI design processes and a purposeful gender-lens in portfolio.
Food Security and Infra projects target the most climate-exposed sectors and fill technical gaps for embedding adaptation measures in IFI design processes. The Infra and Food teams now routinely co-develop diagnostics that feed Youth & Jobs curricula, showing early but promising cross-pillar learning. However, gaps centre on the pillars systematically wiring those synergies into their design processes. In addition, the AAAP model has proven highly adaptive as pillars have evolved in response to stakeholder priorities and feedback such as embedding digital adaptation solutions upstream in IFI project lifecycles and expanding reach across important sectors like Health. On Inclusion, highlights include Infra (water & urban) where >70% of projects apply a gender vulnerability assessment, and Youth & Jobs requires at least 50% female representation in accelerator cohorts. Room to extend gender and broader inclusion metrics to Adaptation Finance and set portfolio-wide equity benchmarks.

Effectiveness and impact, based on forward-looking proxies, were mostly found to be compelling across all pillars but limited in adaptation finance where catalytic impact was found to be hindered by lengthy and bureaucratic GCF processes.
The evaluation developed a theory of change for each pillar, tracking impact through surrogate indicators. For the vertical pillars, IFI board approvals are key milestones—over 70 projects worth $17 bn have reached this stage, increasing the likelihood of adaptation measures being implemented. Intermediate outcomes include digital climate-advisory coverage across ~614,000 ha of farmland and resilience design integrated into ~5k km of transport corridors. These contribute to credible proxies such as €400M in avoided losses (Benin ports) and $2 bn approved for drought-resilient agriculture.

Youth & Jobs shows promising signals: adoption of skills curricula, milestone-based grant disbursement, and over 10,512 jobs created via 41+ youth-led enterprises. Adaptation Finance is advancing reform

through IMF-RSF programmes (with early success in 2 countries) and supporting DAEs, though its capital mobilisation remains contingent on lengthy accreditation cycles and multi-year support structures.

Sustainability prospects are highest where AAAP masterclasses and LLA principles are embedded in public systems and training is integrated with technical assistance.
Food Security and Infrastructure & Nature-Based Solutions pillars frequently institutionalise digital platforms, curricula and planning tools inside government or MDB procedures, creating clear exit pathways. Under the Infrastructure pillar, LLA processes adds a further layer of durability, when communities supply the data, set the priorities, and local institutions are up skilled to steward that information, projects continue to evolve long after the UFF's direct support ends. Youth & Jobs also shows signs of moving in the same direction, exemplified by national TVET integration. Adaptation Finance reinforces long-term impact by coupling climate-finance workshops with DAE technical assistance and by capacity building support for Banks/FSPs covered under projects that aim to mainstream adaptation and resilience through banks. Formalising cross-pillar knowledge transfer remains critical next steps for converting AAAP's strong sustainability positioning into consistently evidenced, continent-wide impact.

Based on VFM analysis, AAAP's targeted and lean upstream assistance delivers strong cost-efficiency while maintain quality controls.
AAAP has enabled adaptation considerations to be embedded in project designs with relatively modest technical support, achieving benefit-cost ratios in the range of 3-5:1 across infrastructure and agriculture investments. These results underscore the model's efficiency in shaping large-scale investment with relatively small catalytic spending. The Youth & Jobs pillar has emerged as a strong example of AAAP's cost-efficiency. Jobs created via YouthADAPT programs cost ~$470 each versus $1,200–3,000 in peer programmes. The model's milestone-based disbursement structure has reinforced efficiency. Although reliance on external consultants has potential to reduce efficiency due to feedback and iteration loops required, the UFF mitigates this risk through tightly drafted Terms of Reference (ToR) and systematic quality reviews. This approach was identified by IFI stakeholders as a notable operational strength when interviewed.

4.2. Impact Pathway Evaluation Methodology

Strengthening AAAP's ability to trace its upstream shaping role along the impact pathway is essential to understanding how it contributes to adaptation outcomes.
Because AAAP operates early in the investment cycle, before implementation begin, its contributions are often indirect, embedded within systems, and difficult to isolate. As a result, its broader societal impact is difficult to assess using conventional evaluation methods. This section explores how AAAP can strengthen its ability to track and evidence its shaping role, particularly in light of systemic barriers that make it challenging to connect early-stage advisory work to realised adaptation outcomes.

AAAP plays a distinctive upstream role by embedding adaptation logic into IFI project pipelines.
AAAP operates at a high-leverage point in the adaptation project cycle: the upstream phase where investment priorities are set and structural decisions are made. To put it concretely, AAAP will shape an IFI to incorporate adaptation measures into a project design, but AAAP will not finance or implement the measures themselves (e.g., in a railway project, AAAP will help shape the IFI's decision to add to its design the restoration of flood-control reservoirs along flood-prone rail segments, but AAAP will not fund or oversee the reservoirs' restoration directly). This illustrates a core challenge AAAP faces: its shaping role determines what gets included in project designs, but it is not involved in delivery. As a result, outcomes are realised through downstream actors, and AAAP's contribution to those outcomes remains difficult to track.

Other adaptation actors supporting upstream engagement differ from GCA in both institutional structure and approach. Many are embedded within IFIs or MDBs, while others operate as private technical service providers. Unlike AAAP, these actors do not routinely publish methodologies or evidence on tracking their shaping role beyond immediate outputs. Public visibility into their long-term results frameworks is limited, making it difficult to assess how their advisory inputs translate into project implementation or societal outcomes. This reflects a broader gap across the field in linking upstream technical assistance to downstream development impact.

Most upstream actors, including AAAP, face systemic challenges in moving beyond immediate outcomes.
While upstream actors typically track engagement outputs and immediate outcomes within their control—such as recommendations adopted or diagnostics delivered—they do not track implementation results. This is not unique to AAAP. Limited access to post-approval processes, long project timelines, and handover to downstream organizations make downstream tracking operationally difficult. As a result, most upstream programmes stop tracking at the point of investment decision or project approval.

The AAAP results framework is focused on upstream and early midstream outcomes but does not track final results.
AAAP's monitoring and evaluation system captures outputs and intermediate outcomes within its remit: technical assistance delivered, projects supported, adaptation elements embedded. These indicators are aligned to its role. However, once an investment is approved, AAAP exits the process, leaving a gap in visibility over what is implemented and what results are achieved. The downstream effects of upstream support can only be inferred without deliberate follow-through.

Midstream and downstream actors do not track the contribution of upstream contributions.
Implementing agencies and IFIs track midstream and downstream performance—typically focused on disbursement, procurement, contract execution, and output delivery. These systems rarely include mechanisms to record which upstream actors shaped the design or adaptation content embedded in the project. As a result, even when upstream inputs were essential, they are not recognised or linked to final outcomes in project reporting.

Surrogate metrics can make upstream contributions visible where outcome data is not yet available.
Where direct measurement of results is not feasible, surrogate metrics provide a credible alternative. These proxies can help estimate the likelihood that upstream recommendations are implemented, the degree of alignment with observed results, and the percentage of outcomes plausibly attributable to GCA's inputs. When systematically applied, they can offer earlier signals of impact, reduce the lag between reporting advisory input and observed results, and support learning and accountability.

Fragmentation across the adaptation landscape makes it difficult to link upstream support to downstream results.
There are standard methods for tracking upstream contributions, and most technical actors, including the UFF routinely monitor engagement outputs and immediate outcomes. However, these efforts are not harmonised across actors, and they do not connect to downstream systems. Midstream and downstream institutions focus on what is within their implementation mandate, but do not trace or report the contributions of upstream actors.
This fragmentation also complicates the use of surrogate metrics. Because few projects systematically track end-to-end outcomes, there is no common dataset from which to derive consistent ratios or likelihood assumptions. As a result, the UFF lacks a reliable evidence base to underpin its surrogate assumptions, limiting its ability to estimate impact in the absence of full project execution. The result is a break in the results chain: adaptation outcomes may be achieved, but the role of early-stage contributions (e.g., AAAP's shaping role) is lost unless explicitly attributed.

Looking ahead, there are two areas where the UFF can advance impact evaluation: foundational practices that are essential to build, and frontier approaches that would further reinforce its pioneering & innovative role in the field.

These include strengthening systems to track upstream contributions on policy and design outcomes, developing a harmonised set of surrogate metrics for institutional uptake, and establishing mechanisms to obtain downstream data linked to upstream engagements.

A key foundational step is the creation of a structured surrogate-effects database. This would allow the UFF to estimate the likelihood that upstream recommendations are implemented and to assess plausible contributions to outcomes before full project execution. Curating this database over time would help reduce the evaluation lag, provide earlier signals of impact, and build an institutional evidence base that improves both learning and strategic positioning.

Frontier practices may involve piloting joint impact assessments with IFIs or national agencies and exploring attribution methodologies tailored to advisory models. While attribution methods for upstream technical assistance are not yet fully standardised across the sector, GCA can take practical steps to advance this field. Attribution can be framed in different ways, including direct attribution, contribution analysis, and shared or weighted attribution models. In AAAP's context, attribution must account for multiple actors and time lags, making proportional and theory-driven methods most relevant to advisory models. This could include approaches such as estimating benefit-cost ratios for advisory inputs, applying probability weighting to signals of contribution, or embedding tags that capture AAAP's shaping role in project documentation.

Pursuing these practices would enhance the credibility of AAAP's contribution claims, and position GCA as a standard-setter in upstream adaptation impact assessment. Having pioneered upstream adaptation advisory five years ago, AAAP is now well-positioned to lead the next frontier by standardising metrics and institutionalising a surrogate-effects database.

The evaluation finds credible signals of early contribution, with variation across pillars and clear conditions for continued support.

AAAP operates in a complex delivery environment where long project timelines and indirect engagement create real constraints on measurement. While a surrogate-based benchmarking approach was not feasible due to the absence of a standard dataset, the evaluation applied a triangulated methodology including analysis of programme logic, OECD-DAC+ criteria, emergent indicators, and 30 detailed case studies to assess performance. These methods collectively provide a credible basis for judgement.

The findings support a reasoned case for continued support, based on three reinforcing signals:

- **Stakeholder validation:** Partners across pillars recognized in the majority of interviews the value addition of AAAP's engagement. In Infrastructure and Food, stakeholders directly credited AAAP with enabling the inclusion of adaptation elements. In Youth and Jobs, beneficiaries described catalytic effects.
- **Quantitative analysis:** In cases where high-quality data was available, value-for-money assessments confirmed positive additionality, with benefit-cost ratios ranging from 3:1 to 5:1 across the Food Security and Infrastructure & NbS portfolios.
- **Institutional intent:** GCA has shown willingness to adjust its delivery model across several business liens when it noticed limited impact, and maintained a clear commitment to its stated mission throughout the evaluation period.

These signals, taken together, offer a reliable foundation for judgement for now, while GCA can work in parallel on developing a more systematic surrogate-based methodology.

While the current data ecosystem does not yet enable definitive portfolio-level attribution, there is enough consistency in results quality, stakeholder validation, and institutional commitment to warrant continued investment. Given the long maturity timelines of IFI-supported projects, full impact will take time to materialise. In the interim, GCA should be supported to scale what is working, adapt where performance is weaker, and invest further in monitoring, evaluation and learning systems.

4.3. Adaptation Mainstreaming Assessment

GCA has effectively mainstreamed adaptation at the project design stage but expanding its shaping role upstream and downstream is critical to delivering systemic and sustained resilience impact.

Successful mainstreaming efforts span three distinct phases: upstream (strategy and policy shaping), midstream (project design and structuring), and downstream (implementation and results delivery). GCA's core shaping role to date has been concentrated at the midstream phase, where AAAP tools such as climate risk assessments and other technical assistance have demonstrably shaped the design of adaptation investments across multiple IFI portfolios. This level of engagement has ensured that climate considerations are embedded into project structures from the outset, reinforcing the program's credibility and relevance among implementation partners.

While GCA's engagement at the upstream level is growing, it remains constrained. Shaping in this phase is often capped by the degree of policy control retained by IFIs, which limits AAAP's ability to define strategic opportunities or proactively shape the adaptation finance landscape at scale. Nonetheless, as AAAP continues to work alongside IFIs in shaping instruments such as the IMF's Resilience and Sustainability Facility, there is room to expand upstream impact through more deliberate positioning in policy dialogues and national planning processes.

The downstream phase, which is focused on execution, capacity-building, and delivery of results remains the most under-leveraged. While upstream and midstream efforts have enabled robust project designs, GCA has limited visibility or structured engagement once implementation begins. This presents a strategic opportunity to extend the organization's shaping role into later stages of the project lifecycle. Strengthening engagement downstream would not only help ensure that design-stage gains translate into measurable resilience outcomes on the ground, but also allow for course correction, learning, and accountability throughout project delivery.

In summary, while GCA has established itself as a credible midstream partner in adaptation mainstreaming, the future opportunity lies in scaling its presence upstream to shape policy ambition and downstream to drive real-world resilience impact.

5. Synthesis & Outlook

AAAP was a first-of-its-kind, Africa-backed platform that put adaptation on the map at a critical moment. When it launched in 2021. AAAP had both an innovative vision and a pragmatic willingness to iterate. It combined an unprecedented mobilisation of African Heads of State — leading many observers to perceive it as "Africa-led" despite its Rotterdam base — with a clear focus on shaping upstream investments at scale. In 2020–2021, when A&R was still far behind mitigation on the global climate agenda, AAAP raised awareness, built credibility, and secured high-level political sponsorship. Its design as a first-of-a-kind upstream financing facility created a distinctive position in the climate finance landscape.

Since inception, AAAP has demonstrated that its model works — especially in its vertical pillars — and is on track to deliver on its core targets. Across 30+ deep case studies, 60+ interviews, theory of change (ToC) analyses, and value-for-money assessments, the evidence consistently shows that AAAP's interventions have been additive. In 70–80% of IFI Task Team Leader (TTL) interviews, respondents noted that AAAP brought in context-specific skills and expertise that their institutions lacked, enabling the integration of A&R components that otherwise would not have been included. Senior directors of partner IFIs stressed the UFF brought an adaptation-pure player expertise that the IFIs did not have at the time in-house among their task teams' skillsets. This role as a "de-risking" partner for IFIs has reduced climate risks across portfolios and embedded capacity in ways that should deliver downstream benefits. AAAP is broadly on track to meet its $25B shaping target, with strong performance in Infrastructure & Nature-Based Solutions and Food Security, and has pioneered work in LLA and with the IMF RSF on policy integration

The program's performance, however, has not been uniform across pillars, and several systemic shortcomings remain. The vertical pillars of Infrastructure & NbS and Food Security have shown the strongest traction, while Youth & Jobs is mixed and the Adaptation Finance pillar has been the weakest performer. Across the program, we observe recurring issues: weak attribution demonstration and an unclear narrative around mobilising, shaping or influencing investments; un-strategic dispersion between large and small projects; over-dependence on two MDBs (AfDB and WB) and a few senior relationships; limited engagement with other IFIs and the private sector; insufficient consolidation and sharing of lessons internally and externally; and a lack of downstream follow-through into implementation (with a few exceptions such as the IMF RSF partnership). These constraints have limited AAAP's ability to achieve systemic impact at scale.

At the same time, given AAAP's position as a first-of-its-kind program operating in an emerging field, the combination of a clearly functioning core model with a substantial list of areas for improvement is, objectively, a respectable outcome. In this context, the identification of weaknesses is not a sign of failure but an indication that the program has generated sufficient experience, evidence, and insight to refine its approach and build from a solid foundation.

Looking ahead, AAAP has a clear opportunity to retain what works, fix what's underperforming, and build capabilities for the next phase — AAAP 2.0. At its core, AAAP should preserve and scale its most distinctive assets: convening power, the upstream IFI technical assistance model, the LLA methodology, and the IMF-RSF policy work. These have proven their value and are recognised by stakeholders as unique contributions. At the same time, targeted course corrections are needed: strengthening the Adaptation Finance pillar by pivoting to faster, bankability-focused instruments; diversifying the IFI and partner base toward more national ownership and private sector engagement; tightening portfolio strategy to focus on larger, higher-impact opportunities; integrating cross-cutting themes such as water, NbS, health and gender more systematically; and codifying and disseminating its know-how through toolkits, blueprints, and thought leadership.

To deliver on AAAP 2.0, more investments in capability development and partnerships will be essential. First, the ToC and measurement framework must be sharpened — moving away from the distracting "1:100" ratio towards a focus on outputs and intermediate outcomes that AAAP can directly influence, supported by surrogate metrics and consistent VfM analysis. Second, the program should define a clear role with the private sector. Third, rebalancing the operational centre-of-gravity towards Africa — through the new Nairobi HQ, African government partnerships, and locally anchored teams — will strengthen relevance, speed, and continuity. Finally, AAAP should extend its engagement further downstream, offering implementation support so that adaptation measures designed upstream are embedded in procurement, project specifications, and delivery.

The net effect of these adjustments would be to position AAAP as both the continent's most credible "adapter-in-chief" and a proven deliverer. It would maintain its presence at project design-level, where it is uniquely catalytic, but would also close the "missing middle" between project-level and system-level change, developing blueprints, tools and pipelines for A&R at scale, and further solidifying its leadership in global adaptation finance. In short, AAAP 2.0 can preserve the pioneering ambition of the original program while evolving to meet a more complex, competitive, and delivery-focused context.

Image: Self-service mineral water dispensing station, Homa Bay County, Kenya

6. Appendix

6.1. Project-level assessment

Over 30 project-level case studies were selected for the AAAP evaluation, representing a diverse sample across business lines, timelines, and GCA's range of activities:

Pillar	Business line	IFI status	Timeline	GCA's activity category	# of projects in category	Case study selected
Food Security	Adapting livestock management to climate change	IFI related	2023 onwards	Technical Assistance + Pilots	5	AfDB Inclusive Agri-Food Value Chain Development Programme (PROCAVA)
			Pre 2023	Technical Assistance	1	WBG Nigeria Livestock Productivity and Resilience Support Project LPRES
	Climate Smart Digital Adaptation Technologies	IFI related	2023 onwards	Technical Assistance + Business case	3	AfDB Regional Resilience Rice Value Chain Development (REWARD), Gambia
			Pre 2023	Technical Assistance + Capacity Building + Implementation support	3	WBG Food Security Resilience Project in Ethiopia
		Non-IFI	2023 onwards	Workshops + Knowledge Products	8	DCAS Training-CENTRAL Africa Region
	Climate-resilient crop production	IFI related	2023 onwards	Technical Assistance	8	IFAD Sustainable Agricultural Production Program (SAPP-II) Project
				Technical Assistance + Pilots	8	AfDB Ethiopia Wheat Value Chain Development Project
	Tree crops and agroforestry as a buffer against climate change	IFI related	2023 onwards	Technical Assistance + Pilots	2	WBG Ghana Tree Crop Diversification Project
			Pre 2023	Technical Assistance	1	WBG Zambia Growth Opportunities (ZAMGRO)
Infra & NBS	Infrastructure	IFI related	Pre-2023	Technical Assistance (TA)	4	AfDB Port of Cotonou Expansion
			2023 onwards	Technical Assistance (TA)	15	WBG Burkina Faso SKBo Basin of Integration Project
						IsDB Nigeria Sokoto Health Infrastructure Project

		Non-IFI related	Pre 2023	Technical Assistance (TA)	3	GHANA National Infra Risk and Resilience Assessment
				Masterclass/Capacity Building	4	Ghana PPP Masterclass including materials development
	Water & Urban	IFI related	Pre-2023	Technical Assistance (TA) + Masterclass/Capacity Building	1	WBG Liberia Urban Resilience Project
				Technical Assistance (TA) + Knowledge Product	9	AfDB Rapid Climate Risk Assessment Phase 2
			2023 onwards	Technical Assistance (TA) + Masterclass/Capacity Building	13	AfDB Development of Infrastructure and Enhancement of Cross-Border Water Resources between the Central Africa Republic (CAR) and the Democratic Republic of Congo (DRC) (PREDIRE)
	LLA for Rural Peoples Adaptation Plans	IFI related	2023 onwards	Technical Assistance (TA) + Masterclass/Capacity Building	5	AFD Rwanda Pro-Poor Development Basket Fund (PPD Basket Fund)
				Technical Assistance (TA) + Masterclass/Capacity Building	5	WBG Transforming Landscapes for Resilience and Development in Zambia (TRALARD II)
	LLA for Urban Peoples Adaptation Plans	IFI related	2023 onwards	Technical Assistance (TA) + Masterclass/Capacity Building	5	AfDB Kenya National Urban Water and Sanitation Program
	Global Hub on LLA	Non-IFI	Pre 2023	Knowledge Product	1	LLA Global Hub activities
Youth & Jobs	Mainstreaming adaptation jobs	IFI related	2023 onwards	Technical Assistance	3	AfDB Nigeria Investment in Digital and Creative Enterprises (i-DICE) Project
				Technical Assistance + Capacity Building	3	AfDB Angola Youth Employment Project (AYEP)
				Technical Assistance + Capacity Building + Gender Focus	3	AfDB Somalia Skills for Employability, Inclusion and Productivity Project (SEIP) Project
Adaptation Finance	Innovative Financial Instruments	IFI related	2023 onwards	Technical Assistance	7	IMF Tanzania climate hazards maps development

		IFI related	2023 onwards	Technical Assistance		IMF Madagascar RSF TA
		Non-IFI related	2023 onwards	Technical Assistance		Dhamana Guarantee company
	Scaling Market Mechanisms for Adaptation Finance	Non-IFI related	2023 onwards	Masterclass/Capacity Building	4	Masterclass on Climate Adaptation Finance
	TAP	IFI related	Pre 2023	Technical Assistance	6	AfDB Funding Proposal to GCF - Staples Crops Processing Zones (SCPZ) [Togo, Senegal and Guinea]
		Non-IFI related	Pre 2023	Technical Assistance		GCF Accreditation of Ghana Infrastructure Investment Facility (GIIF)
		Non-IFI related	2023 onwards	Technical Assistance	1	Enhancing Direct Access in Senegal (CSE, FONGIP, FONSIS, LBA) and Equity Bank Kenya
		Non-IFI related	2023 onwards	Masterclass/Capacity Building	2	Capacity building workshops (in partnership with GCF and AF)

Image: Homa Bay County staff training on climate risks provided by AAAP, Kenya

6.1.1. Food Security

World Bank $500 million Livestock Productivity Resilience Support project (LPRES) in Nigeria | 2022-2026

Introduction

In Nigeria, GCA together with the International Livestock Research Institute (ILRI) and Agramondis, supported the World Bank's LPRES Project. LPRES is one of the earliest projects implemented under the Food Security pillar, representing one of the projects under the Climate-Smart Digital Adaptation Technologies (CS-DAT) business line at that time the Pillar's sole business line. LPRES aims to boost livestock-value-chain productivity for more than 1.4 million people across selected states while tackling the economic drivers of farmer–herder conflict. GCA provided a comprehensive mix of TA and capacity building support: Assessment of climate-related risks, vulnerabilities and relevant digital solutions for climate adaptation best suited for the local context, additionally, an inventory of existing and viable climate-smart digital agriculture solutions applicable to the livestock sector, particularly cattle, small ruminants, and poultry and pig value chains (most commonly reared livestock in Nigeria), opportunities and constraints of applying digital adaptation solutions were assessed so that interventions are well-targeted and contribute to the overall resilience and food security of the local population.

Beneficiaries:

- 1.43 million people and 45 million livestock in Nigeria

Relevance: Excellent

GCA's climate-risk analytics and digital adaptation solutions filled a critical capability gap in Nigeria's climate-vulnerable livestock sector which sustains 42 % of households and is set to face productivity losses of 10-25 % by 2080

LPRES tackles a pressing national priority: safeguarding a sector that underpins rural livelihoods, food security and social cohesion, yet is acutely exposed to drought, heat stress and farmer-herder conflict. Nigeria is ranked among the ten most climate-vulnerable countries, with livestock sustaining 42 % of households and is set to face productivity losses of 10-25 % by 2080 if no action is taken. While the World Bank and federal programmes had earmarked finance for infrastructure and animal health, granular climate-risk intelligence and digital advisory architecture required to turn that finance into resilience gains was limited. GCA additionality was highlighted in its ability to position LPRES to channel limited IFI resources toward the highest-risk geographies and technologies through GCA's nationwide climate-risk assessment and its micro-regional livestock risk typology. This technical assistance helped IFIs and government partners to sharpen the project's design and secure income and livelihoods of herders.

Coherence: Good

GCA's support aligned with Nigeria's livestock strategies and World Bank operations most visibly through the NiMet partnership yet explicit cross-pillar linkages inside AAAP remain nascent.

GCA's technical assistance built directly on the earlier World Bank Sahel Livestock Resilience project and on federal plans such as the National Livestock Transformation Plan (NLTP) and National Livestock Master Plan, filling recognised gaps around drought-risk actions while avoiding duplication with other Bank-financed climate-information projects. A formal collaboration was brokered between the LPRES National Coordination Office and the Nigerian Meteorological Agency (NiMet) to integrate weather data, upgrade stations and co-produce climate advisories for livestock farmers, thereby complementing existing WB investments rather than creating a parallel system. However, the project documentation does not yet

reference synergies with AAAP's Infrastructure & NbS, Adaptation finance or Youth & jobs pillars, limiting internal coherence across the wider programme.

Effectiveness: Adequate-Good

All planned analytical outputs and capacity-building milestones were delivered on schedule, positioning 18 participating states to adopt climate-smart livestock practices; outcome-level evidence will only emerge once LPRES enters full roll-out.
Between March and September 2024 GCA delivered on all agreed outputs including a nationwide climate-risk assessment, an inventory of viable climate-smart digital solutions, and a validation workshop, followed by a capacity-strengthening session for federal and state teams. These deliverables met every milestone set in the projects document and informed an approved action plan now budgeted within LPRES. The project, originally "effective" in eight states, has already expanded to 18 and is slated for 21, signalling early progress towards the intermediate outcome of mainstreaming digital climate advisory services. Quantitative indicators on farmer adoption and hectares under improved grazing will be tracked from 2025 onward, so effectiveness remains probable rather than proven at outcome level.

Efficiency: Adequate

€365k in GCA funds were fully disbursed with low operational and disbursement risk, shaping a $ 500 Million WB loan (~ 1:1370), but systematic VfM benchmarking and real-time risk-tracking tools are still evolving.
Project briefs confirm the total TA budget was executed without cost over-runs and that political-transition delays were mitigated through phased engagement, keeping activities on time. The shaping ratio of 1:1370 far exceeds AAAP's 1:100 target, indicating strong value for money. There is opportunity to improve tracking of LPRES-specific economy indicators (e.g., € per farmer reached) and digital dashboards to track delivery risks which are not referenced in results framework or project documents, suggesting room to strengthen efficiency management.

Impact (early signals): Good

The NiMet–MTN MoU for nationwide SMS weather advisories and state-level budget allocations for station upgrades point to catalytic change, with potential reach of 1.43 million people once scaled.
GCA's brokering role led to a signed MoU under which MTN will send location-specific advisories to millions of farmers, demonstrating private-sector uptake of adaptation insights. Through GCA;s support the government has committed ₦ 246 Million ($155k) to rehabilitate or install weather stations in each geo-political zone, World Bank documents now cite GCA's analytical inputs as part of the project's appraisal document, and over 20 states have requested roll-out, indicating institutional momentum. Final impacts on livestock productivity, conflict reduction and household resilience remain prospective and hinge on sustained implementation.

Sustainability: Excellent

Embedded budget lines trained national-and-state teams, and integration of GCA tools into future World Bank operations suggest benefits will persist after GCA exits.
More than 80 000 livestock farmers have already been profiled for digital advisory targeting, and NiMet staff are being upskilled through performance-based contracts and joint studies with LPRES . Capacity-building workshops conducted by GCA have transferred methods for risk mapping and digital-solution deployment to federal and state officials, while the World Bank TTL highlighted that "70 % of GCA's recommendations are already being adopted" (Quotes from stakeholder interview). GCA also continues light touch monitoring even after handing over its final report.

Inclusion: Adequate

The project targets vulnerable pastoralists, but gender- and youth-specific mechanisms and sex-disaggregated KPIs are still sparse.
LPRES aims to benefit 1.43 million individuals and 45 million head of livestock, yet neither the brief nor AAAP reports set explicit quotas or tailored extension packages for women, youth or other marginalised groups. Wider AAAP documentation acknowledges persistent gaps in gender-responsive tools and data at the onset of AAAP projects. Incorporating gender-disaggregated monitoring, ensuring women's participation in digital-literacy programmes, and linking to AAAP's Youth & Jobs pillar would elevate inclusion in future projects.

AfDB $94 million, Climate Resilient Wheat Value Chain Development Project (CREW) in Ethiopia | 2023-2027

Introduction

Building on a previous WB project in Ethiopia which GCA shaped, GCA is also working with the AFDB on the CREW project, which is one of the new engagements developed under the Climate-Resilient Crop Production business line in collaboration with CGIAR. From 2023-27, GCA, CIMMYT, IWMI and the Alliance Bioversity-CIAT are embedding drought- and heat-tolerant wheat varieties, precision irrigation and digital climate-advisory services in Ethiopia's national extension system so the country can produce an additional 4.2 million tons of irrigated wheat and reduce costly imports. GCA is supporting with a particular focus on identifying, designing, and integrating digital adaptation solutions across the value chain by conducting a micro risk typology and sustainability analysis of wheat in Ethiopia, cluster and suitability analysis study to generate micro-region climate risk and vulnerability maps. These maps serve a dual purpose: pinpointing areas with heightened food insecurity and offering insights into the most suitable adaptation solutions based on factors like agricultural potential. The study amalgamates data on food security, agricultural support, digital readiness, wheat productivity, and agroecology to construct an adaptation matrix for project sites.
Beneficiaries:

- 500k small-holder households (~ 2.3 million people) across irrigated wheat corridors
- 250k farmers practising climate-smart agriculture
- 600k households receiving digital advisories, 25k ha under improved irrigation, and 200 women & youth trained as wheat scientists/extension agents anticipated by 2027

Relevance: Excellent

GCA's climate-risk analytics and digital-solution design directly address Ethiopia's urgent need to climate-proof a staple crop whose yields have slumped under recurrent droughts.
Ethiopia remains a net wheat importer despite feeding 2.3 million farming households; yields average ~3 t / ha and are highly sensitive to drought and heat stress. AfDB irrigation finance alone could not supply the granular risk intelligence or digital extension architecture required to translate funds into climate resilience. In 2023 GCA delivered micro-region vulnerability maps, an adaptation matrix and an inventory of digital advisory tools, giving government and AfDB the evidence base to target high-risk zones and climate-smart varieties. Interviews with a CGIAR representative during the project evaluation confirmed that this "climate assessment and risk analysis is required for the technology to work," reinforcing GCA's distinctive value-add.

Coherence: Good

CREW aligns tightly with Ethiopia's Wheat Self-Sufficiency Initiative and AfDB irrigation corridors, yet centre-level contracting protocols need refinement.
Risk maps, digital-advisory blueprints developed by GCA and CGIAR innovations align with national wheat plans and build on earlier Food-Security programmes in Ethiopia co-implemented by World Bank and GCA (Ethiopia Food Security Resilience Project); they are already guiding Ministry of Agriculture work-plans and AfDB appraisal documents. The CGIAR representative reported "cordial engagement between GCA and CGIAR, both parties benefit from shared resources," validating external coherence. However internal issues around GCA occasionally contracting individual CG centres without routing through the CGIAR coordination node was noted during stakeholder interviews which may cause overlap and slower delivery.

Effectiveness: Adequate-Good

All 2023 milestones were met—risk typology, cluster analysis and digital-solution inventory positioning 18 pilot districts for 2025 roll-out, though outcome metrics are still ahead.
By December 2023 GCA had delivered all agreed milestones and objectives including vulnerability maps, an adaptation matrix and a feasibility study; regional workshops and a policy MoU followed in 2024. Technical contracts with CIMMYT are active and embedded in the AFDB's PIU's 2024/25 work-plan. Farmer-level indicators (yield gains, advisory uptake) will be measured from 2025 onward, so effectiveness remains probable rather than proven but current results frameworks and MLE within GCA have limited ability to track implementation results beyond GCA's upstream delivery support and IFI final outcomes.

Efficiency: Adequate-Good

A modest € 150 k TA budget shaped $ 94 m (~1:700) and disbursement risk is low, but tight proposal windows and fragmented contracting dilute process efficiency.
The project documentation shows nil cost over-runs, low operational risk and zero disbursement to date, sequencing with AfDB procurement explains the lag. Shaping ratio far exceeds AAAP norms. Also, stakeholder interviews highlight GCA's ability to mobilize technical experts in a single location to strategically design project delivery was essential for accelerating project implementation. Yet CGIAR notes that *1-month TA calls are "too tight"—centres need 2-3 months to assemble quality teams—**and direct centre contracts outside the CGIAR hub create visa and coordination frictions. Establishing a longer notice period would raise efficiency.

Impact (early signals): Good

Initial pilot has reached ~2500 farmers and a positive ROI study for digital advisories signal catalytic potential but yield and import-substitution gains are still prospective.
In 2023-24, 190 extension agents were trained and personalised SMS/voice advisories now reach 2 470 farmers in four regions. An ex-ante ROI study shows a strong positive NPV for digital advisory bundles, bolstering investor confidence. Uptake of heat-tolerant varieties and irrigation innovations will be tracked from 2025; Initial results signal potential to achieve final impacts for end beneficiaries.

Sustainability: Good

Risk-assessment tools, embedded budget lines and capacity-building of extension agents anchor long-term ownership.
CREW integrates DCAS into Ethiopia's farmer-registration system, funds precision-irrigation pilots managed by IWMI and trains national-and-regional staff; these elements embed adaptation practice in

public systems. The CGIAR interview emphasised that "all agronomic practices in the lowland irrigation area are now in local implementers' hands," underscoring institutionalisation.

Inclusion: Good

Gender and youth ambitions are evident—e.g., 200 women scientists and 200 women cooperative leaders—but sex-disaggregated adoption KPIs and monitoring tools remain to be finalised.
Project design applies a gender marker to each promoted technology and is piloting women-only innovation platforms to avoid cultural exclusion. Expected outcomes include training 200 women and youth as extension agents and 200 as cooperative leaders. Need for GCA and PIU to intentionally embed gender-disaggregated uptake indicators and ensure budget lines for inclusive extension.

AfDB $104 million, Inclusive Agri-food Value-Chain Development Programme (PROCAVA) in Mozambique | 2024 – 2028

Introduction

PROCAVA is one of GCA's most recent CGIAR-collaboration projects under the Adapting livestock management to climate change business line, approved in 2024 and now moving into implementation. Working with the International Institute of Tropical Agriculture (IITA) and the International Livestock Research Institute (ILRI), GCA is embedding climate-risk analytics, DCAS, and climate-resilient maize-soybean-poultry technologies in a national value-chain programme that seeks to cut rural poverty, boost food and nutrition security, and build resilient livelihoods across Mozambique's cyclone- and drought-prone corridor. The project aims to enhance competitiveness, inclusivity, and sustainability in the agricultural sector by integrating family farming and the private sector into poultry farming value chains, including maize and soybeans.

Beneficiaries:

- Primary target: 2000 farmers, producer organisations and Ministry of Agriculture & Rural Development (MADER) staff—including 2 000 women and youth trained on market quality and standards
- Indirect reach (by 2027): climate-resilient seed and poultry innovations diffusing through an integrated maize-soybean-poultry value chain that feeds domestic markets, with a revolving fund and off-taker linkages expected to scale uptake

Relevance: Excellent

GCA's climate-risk analytics and DCAS design address Mozambique's acute exposure to cyclones, droughts and floods, filling a capability gap in AfDB's production-focused investment.
Mozambique's smallholders dominate maize, soybean and poultry value chains yet face intensifying climatic shocks that already undermine yields and rural incomes. PROCAVA's integrated approach explicitly tackles these risks, and GCA's technical assistance provides the hazard mapping, farmer-typology analysis and seed-system diagnostics that were not evident from the AfDB loan design- signalling GCA's value add to the IFI project. The project will channel drought-tolerant seed varieties, early maturing soybeans and high-performance backyard poultry breeds to climate "hot-spots," while a business-case/ROI analysis underpins scaling decisions.

Coherence: Good

The programme is tightly aligned with Mozambique's National Agriculture Strategy and leverages CGIAR innovations, yet PIU start-up delays and fragmented coordination could erode synergy.
GCA's work builds directly on national priorities—competitiveness, inclusivity and resilience of the livestock value chain—and complements CGIAR's portfolio of climate-smart seeds and poultry breeds. Engagements with MADER, AfDB climate officers and Weather Impact have created a multi-actor platform for implementation. However, the delayed appointment of the government Project Implementation Unit (PIU) slows vertical coordination, and standard operating procedures for centre-level engagement are still emerging.

Effectiveness: Adequate-Good (early signals from project implementation)

Early milestones (inception report, climate-risk analysis) are complete, but most outputs and outcome indicators are yet to be completed but remaining ahead of schedule.
Implementation started only in March 2025 after board approval and PIU delays. Deliverable 1—a climate-risk analysis of the poultry/soy/maize value chains—has been finalised, and a stakeholder mission and validation workshop are planned for August 2025. CGIAR centres have submitted adaptation-innovation proposals, and Weather Impact has been contracted to develop DCAS roadmaps and training manuals. KPIs on farmer adoption, DCAS reach and slaughterhouse utilisation will be tracked from 2026.

Efficiency: Adequate

GCA's € 274 k budget (disbursed € 82 k) shaped $ 103 m (~ 1 : 375), but PIU delays and medium operational risk dampen delivery efficiency.
Project documentation rate disbursement risk low but operational risk medium due to PIU start-up slippage. The shaping ratio far exceeds AAAP norms, yet further efficiency gains hinge on accelerating procurement, formalising CGIAR engagement protocols, and deploying real-time dashboards to monitor output delivery.

Impact (early signals): Good

Construction of a 1000-bird-per-hour climate-resilient slaughterhouse, a revolving poultry-sector fund, and three emerging off-taker agreements hint at catalytic change along the value chain.
Case-study evidence from CGIAR shows climate-smart slaughterhouse construction underway, finance unlocked for small agri-enterprises, and > 2000 farmers, government staff and local organisations already trained in business, finance and adaptation practices. Climate-resilient seed adoption and DCAS usage metrics will help determine whether these signals convert into productivity and income gains by 2027.

Sustainability: Excellent

Local seed-production training, a sector revolving fund and embedded DCAS capacity in MADER anchor long-term resilience.
IITA and ILRI are training local seed producers in agronomy and business management, linking them to certification units to secure seed quality; simultaneous training of MADER extension staff on DCAS aims to institutionalise climate-informed advisory services. The revolving fund and private-sector off-takers are designed to keep finance flowing beyond GCA's exit.

Inclusion: Adequate-Good

Gender and youth receive explicit numeric targets (2 000 women & youth), but sex-disaggregated uptake indicators and tailored extension packages are still being defined.
Project briefs commit to equal participation in capacity building and market-readiness training and CGIAR technologies include dual-purpose cowpeas and backyard poultry breeds that can reduce women's labour burden. Need for PIU to incorporate gender-responsive DCAS content and track women- and youth-led enterprise outcomes.

WBG $600 million, Ethiopia Food Security Resilience Project (FSRP) | 2023-2029

Introduction
FSRP was one of GCA's first large-scale IFI collaborations in the Food Security pillar, predating the programme's wider partnerships with CGIAR and the AfDB. Between mid-2023 and December 2024—when the World Bank ultimately dropped the loan—GCA and CIMMYT supplied climate-risk analytics for five priority value chains, tested the EDACaP digital-advisory platform, and trained extension networks, providing a proof-of-concept that has since informed follow-on wheat and irrigation operations in Ethiopia. The project's Ethiopia-specific activities were subsequently integrated into the Food Systems Resilience Program for Eastern and Southern Africa (Phase 1) alongside other countries and regional bodies (IGAD and CCARDESA). GCA played a key role by providing technical expertise, facilitating stakeholder engagement, and providing capacity building, and support to local partners.
Beneficiaries

- 2.4 million farmers adopt resilience-enhancing technologies and practices (30% female)
- 15 percent reduction in food-insecure people in program-targeted areas
- 20 percent increase in yields of targeted crops in targeted households
- 25 percent increase in the volume of agricultural products sold

Relevance: Excellent
A severe, multi-year drought, reliance on rain-fed farming by 85 % of producers and a projected 15 % reduction in food-insecure people within target areas made climate-proofing Ethiopia's food system a top priority. GCA filled a clear gap by generating micro-level risk maps, adaptation matrices and a digital-advisory ROI analysis that the World Bank lacked.

Coherence: Good

TA aligned with Ethiopia's Food System Roadmap and dovetailed with CIMMYT's research assets; regional workshops drew in 11 regional bureaus and 60 national stakeholders. Cross-pillar links (e.g., Adaptation-Jobs) were not yet formalised, reflecting the pillar's early stage.

Effectiveness: Adequate

All planned outputs—value-chain risk profiles, six policy briefs, EDACaP upgrades, training of 190 development agents and 65 LERSHA agents, and an ex-ante ROI study—were delivered on schedule. Integration into the regional FRSP ensures these outputs remain embedded within an active investment program, maintaining their utility for ongoing and future operations.

Efficiency: Good

With € 350 k, GCA leveraged a potential US $ 600 m loan (~1:1700) and met all deadlines. Regionalisation allows tools and approaches to be used across multiple contexts; however, systematic cost-per-beneficiary metrics have not yet been captured.

Impact: Good (early signals)

Direct farmer-level yield or income gains in Ethiopia are still emerging given the program's recent integration into the regional FSRP. Positive signals include the uptake of the risk-profile methodology in AfDB's wheat (CREW) project and national policy dialogues.

Sustainability: Good

Climate-risk datasets, EDACaP enhancements, and trained extension staff have been handed to the Ministry of Agriculture and are now being used in other investments, supporting potential continuity beyond the original Ethiopia design.

Inclusion: Good (early signals)

Targets envisaged 30 % female adoption and gender-inclusive advisories, and gender/social-inclusion training modules were drafted. With the project now part of the regional program, these inclusion elements remain embedded and are expected to be monitored and implemented as delivery progresses.

WBG $227.5 million, Ghana Tree Crop Diversification Project (TCDP) | 2023-2029

Introduction

TCDP is one of the projects under GCA's new Tree Crops & Agro-Forestry business line, developed with CGIAR's Alliance of Bioversity International & CIAT and IITA. The seven-year project (2023-29) seeks to climate-proof Ghana's high-value cocoa, cashew, coconut and rubber chains by integrating stress-tolerant varieties, multistrata agro-forestry systems and climate-smart e-extension into World Bank's $ 227 million loan. GCA's role centres on climate-risk analytics, digital climate advisory design and capacity-building to ensure adaptation underpins every stage of implementation.

Beneficiaries:

- Direct reach: 842000 farmers across 12 agro-ecological zones (cocoa, cashew, coconut, rubber)
- Technology adoption targets (by 2029): > 52000 farmers (incl. ~ 20000 women) adopting improved practices; at least 10000 cocoa farmers accessing e-extension services
- Landscape outcomes: 92200ha under climate-smart management; 92000ha digitally traceable for market access

Relevance: Excellent

GCA's climate-risk analytics and digital-advisory design address intensifying heat, drought and pest threats to Ghana's $ 2 billion tree-crop economy—capabilities missing from earlier value-chain programmes.

Ghana's cocoa, cashew and coconut systems contributes > 85 % of agricultural exports yet face rising temperatures, erratic rainfall and disease pressures. TCDP squarely targets these risks, and GCA's work delivers (i) high-resolution vulnerability maps, (ii) suitability shifts for six key crops and (iii) an adaptation-options matrix, equipping the Ministry of Food & Agriculture and the World Bank with evidence to prioritise stress-tolerant varieties, shade-based agro-forestry and farmer-centred e-extension. Interviews with a

CGIAR representative confirmed that integrating GCA during the design mission—rather than post-approval— "made the solutions work and secured government co-financing for technical assistance".

Coherence: Good

The project aligns with Ghana's Tree-Crop Development Authority strategy and leverages CGIAR innovations; nevertheless, centre-level coordination protocols and synergies with other GCA pillars can still be improved upon.
Risk analytics and digital-advisory blueprints developed by GCA complement national objectives on value-chain governance and climate resilience, while drawing directly on Alliance-CIAT stress-tolerant cultivars and CocoaSoils fertility management. A CGIAR representative interviewed during the evaluation praised the "cordial engagement between GCA and CGIAR, learning from national programmes to build capacity," yet noted occasional parallel contracting of individual CG centres that slows delivery. Also limited cross-pillar synergies with other AAAP pillars like Youth & Jobs to achieve set targets.

Effectiveness: Adequate-Good

All 2024 milestones—climate-risk assessment, vulnerability maps and adaptation matrix—were delivered; capacity-building guides and an e-extension blueprint are slated for 2025, with outcome indicators yet to be measured.
GCA and CIAT completed the Climate-Risk Assessment (CRA) in Dec 2024, mapping hazards and crop suitability shifts and proposing priority adaptations. These findings fed directly into the World Bank PAD and the PIU's 2025 work-plan for e-extension systems analysis and investment briefs. Interview notes highlight that Governments have earmarked domestic funds for demonstration plots, signalling early traction. Farmer-level KPIs (yield gains, e-extension uptake) will be tracked from 2026.

Efficiency: Adequate-Good

GCA's €190000 budget (1:1200 shaped against $227.5 m) is 65% disbursed, with both disbursement and operational risk rated Low; but interviewees flag the need for earlier ground-truth monitoring to avoid costly redesigns
Project documentation records ~€123500 disbursed with no cost overruns and low financial risk. Stakeholders interviewed welcome joint design missions but urged GCA to "go on the ground early to monitor implementation status" to ensure right adaptations are deployed and avoid visa- or logistics-related delays.

Impact (early signals): Good

Selection of 12 stress-tolerant varieties and government co-financing for on-farm demonstrations signal catalytic potential to achieve final outcomes, while World Bank citation of GCA analytics validates policy shaping.
The CRA has already guided selection of 12 stress-tolerant varieties and multistrata agro-forestry models for field pilots; governments committed domestic funds to demonstrate best practices and extend training to extension agents. World Bank documents reference AAAP's assessments as shaping adaptation investments, indicating institutional uptake. Final impacts on farmer incomes and export competitiveness will depend on scale-up of e-extension and certified supply chains between 2026-29.

Sustainability: Good

Integration of e-extension into national systems, digital traceability of 92 000 ha and domestic co-financing of demonstration plots anchor long-term ownership.

CIAT and GCA are co-developing capacity guides with the Tree Crop Development Authority; stress-tolerant varieties are entering Ghana's certified seed scheme; and the Cocoa Management System will provide sustained digital advisories. Government willingness to invest in technical assistance and field demonstrations underscores institutional buy-in.

Inclusion: Good

Targets for nearly 20000 women adopters and sex-disaggregated e-extension access are set but need to conduct gender vulnerability assessment to tailor insights and recommendations.
Project design commits to 38 % female adoption among the 52 775 technology adopters and bespoke training for women extension agents. CGIAR interview notes women-focused innovation platforms to avoid cultural exclusion. Progress toward Excellent will require focus on conducting gender vulnerability assessments as done in other AAAP pillars to disaggregate insights in recommendations for men/women/youths.

IFAD $53 million, Sustainable Agricultural Production Program (SAPP-II) in Malawi | 2024–2030

Introduction

SAPP-II is GCA's first collaboration with the International Fund for Agricultural Development (IFAD) under the new Climate-Resilient Crop Production business line—distinct from the CGIAR-linked engagements seen with the World Bank and AfDB. Working through the technical-assistance firm Pegasys Consulting, GCA provides climate-risk analytics, a national digital-climate-advisory-services (DCAS) roadmap, and an agriculture-sector early-warning-system (EWS) blueprint to help Malawi's Ministry of Agriculture climate-proof a seven-year, $53 million investment aimed at lifting productivity, food security and incomes in four highly vulnerable districts.
Beneficiaries:

- Direct reach: 847240 people (169448 households) targeted for services promoted or supported by the project
- 195000 households adopting climate-resilient practices
- 29438 persons provided with climate-information services
- Food-insecurity prevalence cut from 33 % to 25 % in target areas

Relevance: Excellent

DCAS and Early Warning Signals design directly tackle Malawi's acute climate-induced food-insecurity challenge, filling a capability gap in IFAD's production-focused loan.
Malawi's rain-fed agriculture feeds 70 % of the population yet is repeatedly disrupted by droughts, floods and cyclones; 5.4 million citizens are chronically food-insecure. IFAD's investment finances inputs and market access but lacked granular hazard mapping and digital advisory architecture. GCA supplied a climate-hazard analysis, an adaptation-options prioritisation and national DCAS/EWS roadmaps, enabling the Ministry of Agriculture to target interventions and embed disaster-risk management across SAPP-II activities.

Coherence: Good

GCA's support aligns with Malawi's National Agriculture Policy and leverages IFAD's in-country systems; absence of CGIAR means fewer research spillovers but leaner coordination.
GCA's analytics integrate with SAPP-II components on climate-smart production and gender-transformative approaches and complement Malawi's National Adaptation Plan. Co-ownership with

IFAD's country office secured rapid stakeholder buy-in—four district consultations were completed within three months. Unlike CGIAR-based projects, research-institution engagement is limited, leaving scope to tap regional agronomic expertise.

Effectiveness: Adequate-Good

All TA deliverables (risk analysis, DCAS/EWS roadmaps, training manual) and five district trainings were completed on schedule; outcome indicators will be tracked from 2026.
Pegasys delivered the Climate-Hazard Analysis in Aug 2024; DCAS/EWS roadmaps and training manual followed by Jan 2025. GCA and Pegasys trained 79 extension officers and 84 lead farmers across the four districts in Dec 2024. IFAD has begun using intermediate outputs to mobilise additional climate finance, demonstrating early uptake. Household-level adoption and production gains remain to be measured.

Efficiency: Adequate

€339 k budget fully disbursed with low financial and operational risk; rapid execution benefited from IFAD's local presence, though cost-per-beneficiary benchmarks are still unevenly measured across similar projects.
The entire TA budget (€ 339 k) was executed without overruns; board approval (Jan 2024) to final reports (Apr 2025) kept within the 15-month window. Ability of GCA to shape IFAD's $ 53 m implies a 1:165 shaping ratio. Reliance on a single TA firm minimised coordination costs compared with CGIAR projects, yet future phases would profit from explicit VfM metrics such as €/farmer reached.

Impact: Adequate-Good

IFAD cites GCA outputs for climate-finance mobilisation; trained extension network and national EWS protocol lay foundations, but field-level impact is still nascent.
IFAD's country director reports using GCA analytics to pitch for additional adaptation funding, indicating policy shaping. A draft national EWS protocol and district-level DCAS training set the stage for reaching 29 438 farmers with climate information. Demonstrable improvements in yield, income and reduced food-insecurity will depend on rollout in coming years-2026-30.

Sustainability: Good

Roadmaps handed to the Ministry, national EWS protocol, and capacity built in extension staff anchor long-term ownership.
Five tailored trainings have equipped district extension teams and lead farmers to operate DCAS and EWS tools. Final outputs were approved by IFAD and the Ministry, who are now responsible for implementation; co-design during every phase fostered ownership, and intermediate products were already used before project close-out—a positive sign for persistence.

Inclusion: Good

Gender-transformative approaches are inherently embedded in SAPP-II design with extension systems including a gender lens component, but opportunity to include gender-disaggregated DCAS metrics
Project components explicitly promote gender-transformative production systems and aim for equal participation in trainings. Extension sessions included both women and men, yet monitoring frameworks lack indicators on women's decision-making power or access to digital tools; such KPIs should be integrated during IFAD's supervision missions.

AfDB $43 million, Regional Resilience Rice Value Chain Development (REWARD) in Gambia | 2024-2030

Introduction

REWARD Gambia is one of the earliest AfDB projects GCA supported under the Food Security pillar, predating today's broader CGIAR partnerships. The AfDB-financed project seeks to cut Gambia's heavy dependence on rice imports by building a climate-resilient, gender-responsive rice value-chain integrating digital climate-advisory services (DCAS), climate-proof irrigation, seed systems and post-harvest improvements. GCA's activities include conducting a nationwide climate risk and value chain vulnerability assessment, design of a market-viable DCAS delivery model, capacity building of the Department of Water Resources and other ministries/agencies on producing and disseminating agri-weather data. The work spans five climate-exposed communities in Central River (North/South) and Upper River Regions.
Beneficiaries:

- 32000 direct beneficiaries (farmers, processors, extension agents)
- 180000 indirect beneficiaries (across the rice value chain)

Relevance: Excellent

REWARD tackles Gambia's #1 food-import bill item (rice) while filling a climate-information gap that currently leaves smallholders vulnerable. GCA's DCAS and introduction of specific rice varieties brings technical detail to shape AFDB investment.
The Gambia's rice production is highly vulnerable to droughts and floods; without adaptation GDP could slip 0.17 %. GCA delivered high-resolution risk maps and identified stress-tolerant varieties (NERICA 4, Swarna-Sub1, Sahbhagi Dhan) plus water-management upgrades, directly filling a knowledge gap in AfDB's design. GCA's risk analytics and DCAS design will steer AfDB funds toward the highest-risk geographies and technologies, ensuring the US $43 m loan tackles adaptation, not just production.

Coherence: Good

GCA's TA aligns with Gambia's Rice Development Strategy and the Ministry of Agriculture's CSA mainstreaming agenda; links to AAAP Youth & Jobs or Adaptation-Finance pillars remain nascent.
Analytic outputs feed all three AfDB components (irrigation, input access, capacity-building) and dovetail with national self-sufficiency goals. GCA's scope climate analytics, DCAS and skills complements AfDB's hard-infrastructure focus and the DWR's meteorological mandate. Project documents do not yet reference synergies with Youth and Finance pillars

Effectiveness: Adequate- Good (early signals)

All preparatory milestones (RFP, partner contracting, kick-off, first DCAS training) were met on schedule, with consultant contracted in 2024 and first set of workshops delivered on schedule.
Contract awarded Sept 2024; inception report Oct; field mission Dec; draft concept May 2025. Regular fortnightly reviews with AfDB keep milestones on track. Intermediate outputs (site-specific adaptation menus, CBA) approved; full roll-out awaits AfDB procurement.

Efficiency: Adequate (Limited information available)

Early procurement ran smoothly with no cost-overruns mentioned, but high budget disbursement on small-ticket IFI investments and limited mention of value-for-money benchmarks (cost / farmer reached) in project documentation.
AfDB disbursed an initial TA tranche on time; no cost overruns reported

Impact: Adequate

The programme could reach farmers with climate-smart rice and cut import dependence, yet impact is contingent on forthcoming seed-system reforms and DCAS uptake.
AfDB and GCA projections target 30 % increase in climate-alert use and creation of ~360 adaptation jobs. No tangible policy shifts or private-sector deals recorded to date.

Sustainability: Good

By strengthening DWR capacity and piloting a fee-based DCAS model, REWARD plants the seeds for post-project continuity, but long-term private sector financing for irrigation and digital platforms remains unclear.
Weekly multi-agency working group established 2024; planned April 2025 mission will develop a graduated training & cost-recovery roadmap. A private-sector business plan is a condition precedent for AfDB disbursement

Inclusion: Adequate

Project includes targets for women-led cooperatives supported to facilitate access to value added infrastructure.
Project documentation envisages 10 000 new jobs and 15 women-led cooperatives: gender-specific monitoring tools still to be finalised during implementation and limited mention of gender integration in project design and implementation.

Digital Climate Advisory Services (DCAS) Training for Smallholder Agriculture – Central Africa (Non-IFI project)

Introduction

Before GCA began embedding DCAS in large IFI loans, it tested the model through this two-day workshop (25-26 Apr 2024, Douala) co-hosted with the AfDB. The event brought together ministries of agriculture, research bodies, agritech firms and farmer organisations from six ECCAS countries to kick-start a community of practice on climate-smart digital solutions.
Beneficiaries

- 43 in-person trainees (35 % women) from Cameroon, CAR, Chad, Congo, DRC & Gabon
- 97 online participants drawn from government, research, private sector and civil society across 20+ African countries

Relevance: Good

Climate variability threatens up to 30 % of Central African crop yields by 2080; smallholders lack access to timely climate intelligence. The workshop directly targeted this gap, introducing DCAS principles, remote-sensing tools and business-model design to actors responsible for last-mile delivery.

Coherence: Adequate-Good

Built around AfDB–GCA AAAP ambitions and hosted with ECCAS' ReCATH hub, the training complemented regional climate-transparency efforts and AfDB pipeline projects. Cross-pillar links (e.g., Adaptation Jobs) were touched on but not formalized, leaving scope for broader integration.

Effectiveness: Good

All planned sessions—eight expert presentations, two days of participatory group work and certificate awards—were delivered. Trainee evaluations (Annex 4) show knowledge gains; working groups produced draft digital-solution business models for crops, livestock and forestry that participants committed to refine post-workshop.

Efficiency: Adequate

A hybrid format doubled reach at low marginal cost, yet 14 % of invited on-site participants failed to attend and female representation remained below parity. Clearer pre-event commitment protocols and early travel logistics could raise efficiency in future.

Impact (early signals): Adequate–Good

Outputs already in motion: a WhatsApp "Hub DCAS" channel for ongoing peer exchange; recommendations for a ReCATH-hosted learning platform; and follow-up requests for longer, sector-specific trainings. Tangible farmer-level benefits will hinge on participants turning concepts into funded pilots over 2025-26.

Sustainability: Adequate-Good

By anchoring follow-up in ReCATH/ECCAS and forming a trainee network, GCA laid the groundwork for continued knowledge sharing without recurrent donor input. Future support to help champions secure project finance would lock in gains.

Inclusion: Adequate

Women accounted for 35 % on-site and 18 % online; Indigenous peoples and persons with disabilities were absent. The organizers recommend raising women's share to 50 % and making future selection criteria explicit on diversity.

WBG $ 300 million Zambia Growth Opportunities Program for Results (ZAMGRO) | 2022-2026

Introduction

ZAMGRO is one of the Food Security pillars' earliest IFI investments, launched before GCA broadened its partnerships beyond Climate-Smart Digital Adaptation Technologies. Working with the World Bank and the Indaba Agricultural Policy Research Institute (IAPRI), GCA supplied upstream analytics, digital-adaptation blueprints and capacity-building that are now being hard-wired into the $ 300 million national programme to diversify Zambia's agri-food economy and buffer farmers against weather shocks.

Beneficiaries:

- 6000 farmers (> 160000 women) will access DCAS- enabled extension and climate services
- 5000 new jobs expected around irrigated farm blocks
- 605000 hectares for crop production through climate-resilient technologies and practices

Relevance: Excellent

GCA's climate-risk diagnostics and DCAS roadmap directly target Zambia's exposure to rainfall variability while aligning with the World Bank's results-based push for diversification. Without these analytics, the programme risked investing in high- risk value chains.

Zambia's maize-dominant system is increasingly vulnerable; GCA filled a knowledge gap by producing six studies (climate-risk, irrigation, digital resilience, value-chain assessments) and an operational CSA Manual now guiding implementation

Coherence: Good

Technical Assistance aligns with Zambia's 8th National Development Plan and the Ministry of Agriculture's CSA mainstreaming agenda, and it complemented World Bank irrigation and rural jobs operations; however, links to AAAP Youth & Jobs or Adaptation-Finance pillars remain nascent.
Collaboration with IAPRI ensured findings fed directly into policy dialogues; manuals are referenced in provincial planning workshops, yet cross-pillar synergies (e.g., adaptation lending instruments) are not yet explicit in project files.

Effectiveness: Adequate- Good

All 14 planned knowledge products, two national ToT workshops (60 trainers from 10 provinces) and the CSA guidelines were delivered on schedule, positioning the programme for scale-up; outcome evidence (farmer adoption, yields) will only emerge during full roll-out.
GCA finalised support in Dec 2023 with deliverables accepted by the Bank team; provinces have begun cascading training but monitoring of adoption / land under climate-smart practices is still being designed

Efficiency: Adequate

TA closed within eleven months, with no cost over-runs and low coordination risk; yet systematic budget efficiency and value for money monitoring is not recorded in project documentation.
All studies and trainings were bundled under one contract, avoiding multiple procurement cycles; shaping ratio ($1:$ 100+) mirrors AAAP norms, but project documents lack per-farmer cost indicators or disbursement-risk indicators.

Impact: Good (early signals)

Manuals and DCAS tools are mainstreamed, 600 000 farmers—including 160 000 women—and 25 000 ha of irrigated land stand to benefit, yet material resilience gains remain unproven until mid-term review.
Expected jobs (5 000) and digital-irrigation investments hinge on provincial budget uptake; knowledge products were handed over in 2023, but on-farm impact tracking is still in design phase.

Sustainability: Good

Embedding CSA manuals in MoA extension curricula and training provincial trainers creates institutional memory; IAPRI ownership and World Bank result-based financing provide incentives for long-term application.
Government launched ZAMGRO publicly (Feb 2023) and is integrating guidelines into extension packages; ToT cascade model reduces reliance on external consultants, enhancing durability. GCA embedded CSA manuals in Ministry of Agriculture extension curricula and trainings to build institutional capacity.

Inclusion: Adequate- Good

Gender tags in Training of Trainers selection (33 % women at launch) and a target of ≥ 160 000 female farmers show progress, but no youth-specific KPIs or disability lens are yet articulated.
Training rosters from Aug 2023 workshops show one-third female participation; GCA inclusion guidance is referenced, but disaggregated outcome indicators await incorporation into the M&E framework

6.1.2. Infrastructure & Nature Based Solutions

AfDB $107 million, Port of Cotonou Expansion| 2022-2025

Introduction

The AfDB-financed Port of Cotonou Expansion seeks to modernise the port so it can handle significantly more cargo annually. The project is structured as a public-private investment and is representative of the projects and activities GCA does under the Climate-Smart Public-Private Partnerships workstream. GCA's support delivered a high-resolution climate-risk stress test, identified solutions for integrating adaptation and resilience into the project design and operations resulting in $20 million of climate-resilient upgrades identified (e.g., higher quay walls, reinforced drainage and heat-stress mitigation). This enabled AfDB to mobilise an additional ~$18 million from the Canada-AfDB Climate Facility Window for these measures
Beneficiaries:

- The port handles cargo for an estimated 100 million people across Benin, Niger, Burkina Faso and Mali; local benefits include job security for dock workers and the artisanal fishery community.

Relevance: Excellent

The project tackles a macro-critical trade asset facing rising climate threats, fully aligned with AAAP's Infrastructure and NbS pillar objectives.

Benin's economy depends on the port for 45 % of national revenue; yet extreme heat, drought-induced cargo shifts and storm-related flooding are projected to impose €15-20 million in annual losses by 2060 and up to €68 million by 2100 if no action is taken. GCA filled the analytical gap by delivering a high-resolution climate risk assessment that the 2021-26 Port Master Plan lacked, directly serving AAAP's objective of embedding adaptation into large IFI investments.

Coherence: Good

GCA's TA aligns with AfDB operations and national port strategy, but the absence of cross-pillar linkages and Nature-Based Solutions (NbS) (present in other port projects) potentially highlights inconsistency in AAAP's approach
The advisory built on the Port Autonome de Cotonou's master plan and AfDB's financing structure, avoiding duplication and reinforcing AfDB's €80 million sovereign loan. While the work leveraged AfDB climate-finance windows to secure additional funding for the design of climate adaptation measures, documentation shows limited linkages to relevant AAAP pillars such as Adaptation-Finance or Youth & Adaptation jobs, signalling room to deepen internal coherence in future phases e.g., embedding targets for youth adaptation jobs to implement solutions. In addition, Nature-Based Solutions (NbS) are limited in this project as the proposed adaptation package is dominated by grey engineering options. By contrast, other port projects such as AfDB's Port of Banjul 4th Expansion pair hard works with NbS such as wetland restoration.

Effectiveness: Good

All planned analytical outputs were delivered on time and included in AfDB technical design, although outcome-level results will materialise only during construction.

GCA completed the climate-hazard modelling, adaptation-option prioritisation and investment rationale ahead of AfDB's July 2023 board decision. AfDB's Project Implementation Report notes that part of GCA's recommendations were directly integrated by the port authority, and the AAAP 2023 Results Report confirms that jetty-level increases and reinforced drainage are already included in the technical design, signalling early uptake of GCA advice. The port is scheduled to raise cargo throughput from 10.1 Mt to 13.5 Mt by 2025/ Therefore, monitoring of downtime avoided and revenue preserved will start once the new terminal becomes operational

Efficiency: Good

~$87K of GCA funds used to shape the design of the $109 million investment package with minimal disbursement or operational risk.

The TA budget was fully disbursed without cost overruns, and political-transition delays were mitigated through phased engagement. Value-for-money metrics (cost per $ of IFI finance shaped) outperform the AAAP median (1:100) as GCA's investment rationale shaped the mobilisation of an additional $18.3 million in concessional adaptation and resilience finance to design targeted climate-adaptation measures. In terms of immediate outcomes, the project files note that real-time monitoring and evaluation methods are still maturing so these have not been captured.

Impact: Good (based on early signals/proxies)

Adaptation measures are expected to avert €400 million in potential lost revenue due to climate change effects (over 30 years) and has already catalysed $18 million in climate co-finance.
The recommended $30 million adaptation package ($20 million embedded in core works) layers physical works with social and institutional actions that together minimise direct damage and operational downtime. However, GCA's solutions also indirectly cut job insecurity, improve the livelihoods of Cotonou's artisanal fishery community and empower women within the port authority, thereby safeguarding regional supply chains. AfDB also drew on GCA's analysis to secure $18 million in Canada–African Development Bank Climate Fund (CACF) concessional funding, demonstrating potential for GCA's outputs to help crowd-in concessional funding for adaptation and resilience measures.

Sustainability: Excellent

Adaptation capex is embedded into civil-works contracts and GCA tools are institutionalised within AfDB supervision, raising the probability of enduring benefits.

Climate-risk parameters are now part of port design standards, and AfDB will continue to monitor KPIs during the construction window. Early mobilisation of concessional adaptation finance further supports sustainability. This diversified financing gives the port authority time and resources to integrate climate adaptation measures from the outset, protecting the investment and sustaining its contribution to the local economy. With revenue-loss (€400 million) avoidance projected to match the project's total cost within three decades, economic incentives strongly favour long-term maintenance of resilience features.

Inclusion: Adequate

Socio-economic co-benefits are identified, but gender-disaggregated KPIs and youth-specific actions are still limited.

Analysis notes improved job security and empowerment of women within the port authority, yet neither AfDB nor GCA reports set explicit quotas or track gender-disaggregated outcomes. Future linkage to AAAP's Youth Pillar could strengthen inclusive impact.

WBG $200 million, Burkina Faso SKBo Basin of Integration Project | 2025-onwards

Introduction

GCA is equipping the World Bank Group (WBG) with climate-risk analytics and adaptation and resilience investment options guidance for the SKBo Basin Integration Project. This project is the first of three operations that will upgrade road, rail and logistics links to tie together the Sikasso-Korhogo-Bobo-Dioulasso growth corridor. GCA's activities include stress-testing the multimodal network, prioritising green-grey solutions and quantifying the economic case to address the adaptation measures. The engagement illustrates how AAAP's Infrastructure pillar has expanded from an initial focus on five sectors to a broader portfolio spanning transport corridors (networks and services), urban mobility and other emerging infrastructure classes. This exemplifies how the Infrastructure and NbS pillar has evolved to taking a more holistic approach to project selection strategy, considering more socioeconomic dimensions of resilience e.g., where transportation contributes to food security.

Beneficiaries:

- 2 million direct users of climate-resilient transport services (50% women; 32% youth)
- 800k rural residents (50% women) gain better accessibility and 20k agro-logistics users (60% women) benefit from upgraded facilities

Relevance: Excellent

The project tackles climate-induced road and rail disruptions that impact agricultural value chains in a country where 75% of jobs depend on agriculture

GCA's work modelled the criticality of this asset. It showed that without adaptation, floods and landslides would raise the probability of road disruption by 300% under different climate scenarios and threaten 333.7 km of network. Given agriculture sector employs ~75% of Burkina Faso's workforce, compromised logistics would deepen rural poverty and food insecurity. GCA's work therefore answers an urgent national priority.

Coherence: Adequate

Stakeholders view GCA chiefly as a middle-man, facilitating work the WB could have procured itself if funding was provided directly

GCA's vulnerability analysis connects transport reliability to direct and indirect impacts, economic and social disruptions, to make a more compelling case to prioritise adaptation solutions. In addition, project indicates strong potential to enable cross-pillar synergies with Food Security in future. Stakeholders attest that the deliverables were high quality and complementary to World Bank climate-resilience work, valuing GCA's broker role. However, they emphasise that commissioning climate risk assessment and solution identification is something WBG is capable of handling internally, provided funding availability.

Effectiveness: Good

GCA's support cited in WBG project appraisal document, indicating adaptation options proposed by GCA's support will inform resilient asset design and government workplans.

All upstream deliverables—stress tests, vulnerability maps and the cost-benefit justification—were finalised ahead of Board approval on 30 April 2025. Stakeholder report that the findings have been written

into the engineering TOR and that government and consultant teams are incorporating them into detailed design, illustrating early uptake. A pause in preparation and the upcoming procurement hand-off could still dilute some measures if oversight slips. GCA's capacity-building activities within local institutions in the SKBo regions could be a potential and key safeguard, embedding good practices during implementation.

Efficiency: Good

The ~€188k TA shaped a $216 million resilient investment package, with ~70% of GCA's budget disbursed and no cost overruns recorded
Resources were used on schedule and within budget, with analytics completed ahead of Board approval, evidence of timely deployment. Project cost efficiency benefited from GCA funding consultant fees, although stakeholders indicate that they still had to quality-check deliverables and provide additional technical input, which added an additional review layer and iterations. WBG results framework tracking and reporting climate-resilient KPIs including length of road and railway rehabilitated or upgraded with climate-resilient standards. GCA able to directly track climate-resilience KPIS, if they systemically plug into WBG results framework.

Impact: Good (early signals)

Benefit-cost ratios (BCR) of up to 2 underline the economic case for the preferred measures, with government support for implementation. Increasing potential to safeguard agricultural revenues and food supply in long-term.
GCA's adaptation solutions package offer substantial risk reduction on the most vulnerable segments. Without these upgrades, road accessibility could fall by 90%, threatening export revenue and regional food supply. Stakeholders view the solutions as technically feasible and expect strong government follow-through.

Sustainability: Good

Government ownership and targeted capacity-building within local institutions give the recommended adaptations a strong chance of being built and maintained over the long term.
Design documents lock in one-in-100-year hydraulic standards, larger culverts and green-grey buffers. GCA to finance local capacity building activities, ensuring technical capacity is transferred downstream to maintain assets.

Inclusion: Excellent

Project Appraisal Document (PAD) sets concrete gender- and youth-specific KPIs
The vulnerability analysis mapped nine socio-economic and educational indicators to locate districts where women face heightened risk from transport failures, and the PAD links these findings to outcome targets: 2 million total direct users of sustainable transport services, of whom half are women, plus 650k youth beneficiaries. The project also seeks to boost women's participation in rail and logistics management, where women typically don't play a role. Codifying complementary metrics (e.g., youth employment, disability-friendly design) at contract stage would ensure benefits reach all vulnerable groups.

IsDB US$180 million, Nigeria Sokoto Healthcare Infrastructure Project | 2024-2025

Introduction

GCA is supporting the Islamic Development Bank's (IsDB) $50 million contribution within a $180 million co-financing package for a climate-resilient healthcare programme, including six new medical colleges, a teaching hospital, several regional hospitals and automated pharmaceutical warehouses. GCA has already completed a preliminary "health system-of-systems" climate-risk analysis, moving beyond an asset-centric view to capture power, water, waste, ICT and transport dependencies. GCA will now scope a detailed climate-risk and vulnerability assessment that will shape design guidelines and operating procedures. This marks AAAP's first large-scale health-care engagement, reflecting the pillar's broadening to new infrastructure sectors.

Beneficiaries:

- 6.39 million people receiving climate-resilient health services by 2030
- 700 medical-training places (≥30% women)
- 1k direct and 1.5k indirect jobs (≥30% women) created

Relevance: Excellent

Project addresses climate-driven service disruptions in one of Nigeria's most heat- and flood-exposed states, where past climate shocks sever hospital access and associated supply chain

Climate-risk assessments classify the area as medium-to-high for flooding and water scarcity, threatening the viability of new healthcare investments unless resilience is built in. By embedding resilience into facilities and supply chains, GCA's work directly supports Nigeria's climate-adaptation priority of safeguarding essential services. This engagement also shows how AAAP has adapted to evolving stakeholder priorities—moving beyond transport corridors into essential social infrastructure such as healthcare to tackle emerging climate-risk hotspots.

Coherence: Good

GCA's integrated, "system-of-systems" risk screen complements IsDB lending, and showcases the how climate-proofing health infrastructure can protect communities.

The analysis applies a broad and integrated approach, addressing risks to building level and supporting infrastructure (power, water, logistics and supply-chain). It reveals interdependencies (power, water, logistics) that AAAP can leverage from its energy and urban-water work in other countries, positioning the project for cross-pillar learning in later phases.

Effectiveness: Adequate (*based on early signals as support in early phase*)

GCA delivered preliminary system-analysis outputs and IsDB Board approval received in 2025;

GCA deliverables completed in H1 2025 set the scope for the detailed climate risk assessment that will inform design and operations guidelines. Uptake will depend on forthcoming consultant mobilisation and state-level engagement.

Efficiency: N/A

€230k technical-assistance budget to shape IsDB's $50million investment. GCA procuring technical firm to conduct assessment.

Procurement underway.

Impact: Adequate (early signals)

Project dependent on extensive coordination and development of supporting infrastructure. Strong government buy-in needed to show promising signals for impact.
GCA's planned activities expected to yield concrete outputs (risk maps, prioritised design choices, guideline documents and capacity building support) that lead to short-term outcomes such as fewer service disruptions and secure medicine supply chains. GCA's integrated system-of-systems risk screen helps close Sokoto's healthcare gap in a climate-resilient way, but its success depends on extensive coordination and upgrades to supporting power, water and logistics networks.

Sustainability: Good

GCA will run masterclasses on climate-resilient PPPs and develop a national case study to disseminate lessons, supporting institutionalisation beyond the project horizon.
Capacity-building included in GCA support, equipping operators in integrating climate-risk considerations into investment planning, facility design and **maintenance**

Inclusion: Adequate

Baseline gender targets are set, and GCA's Gender Equality and Social Inclusion (GESI) strategy offers a clear framework for deeper integration, yet unclear if project will include dedicate gender-vulnerability assessment and gender-responsive design measures.
GCA's corporate Gender Strategy—which builds staff capacity, operationalises gender across business lines and expands knowledge on gender-climate links—gives the project a pathway to move from gender sensitivity to gender-responsive action. Embedding a gender-vulnerability assessment and translating GESI principles into design guidelines during the detailed CRA would strengthen inclusion, ensure equitable participation in decision-making and extend adaptation benefits to other vulnerable groups.

Ghana National Infra Risk and Resilience Assessment | 2021–2022

Introduction

GCA partnered with Ghana's Ministry of Environment, Science, Technology and Innovation (MESTI), the University of Oxford, UNOPS and UNEP to co-develop the country's first data-driven Roadmap for Resilient Infrastructure. The project stress-tested 156 nationally significant assets across energy, water and transport, prioritised 35 adaptation options and mapped 82 potential funding sources, despite a notorious shortage of high-quality national datasets. The roadmap now guides government and financiers on where to invest for systemic climate resilience and has become the reference model for similar assessments in Kenya, Senegal and five other countries under AAAP.
Beneficiaries:

- 33 million citizens who rely on Ghana's infrastructure services

Relevance: Excellent

The assessment addresses risk posed by climate hazards, which threaten to reverse Ghana's development gains unless infrastructure systems become resilient, and is designed to align with (and inform) Ghana's National Adaptation Plan (NAP).
Climate hazards jeopardise the infrastructure that anchor socioeconomic progress in Ghana. The study was explicitly designed to align with (and inform) Ghana's National Adaptation Plan and revised Nationally Determined Contributions (NDC), ensuring that its findings feed directly into the country's highest-priority

adaptation strategies. By quantifying these risks and linking them to national SDG and Paris-Agreement commitments, the roadmap gives Ghana a robust evidence base for prioritising adaptation investments, policies and financing options.

Coherence: Good

Multi-partner collaboration anchored the work in national policy, while its systems lens set a new AAAP standard later replicated in Kenya and Senegal. Potential opportunity to leverage partnership to expand into other AAAP support areas e.g., Food security, Youth jobs.
The project engaged 20 government ministries, agencies and organisations, ensuring alignment with existing strategies. It also engaged technical partners like the University of Oxford to ensure technical rigour. Lessons from Ghana prompted AAAP to diversify its approach and embed the capacity to conduct this assessment within national institutions when carried out in subsequent countries, illustrating an adaptive programme evolution. Partnership build with government could have been used to create opportunities for other AAAP programmes e.g., Food Security.

Effectiveness: Excellent

Outputs from GCA's activities, including the publication of the flagship roadmap, are already shaping policy and investments.
Outputs include the flagship Roadmap publication, 12 GCA-led policy-oriented products, GCA-led national convening for climate adaptation action, and in-depth training for 21 officials (38 % women). Some immediate outcomes are already visible: 4 instances where policies and development strategies endorsed by government are informed by GCA research and support (Ghana NAP, two GIZ project concepts, and revisions to Ghana's PPP regulations) and 1 instance where GCA solution has been brokered (Weija Dam climate-resilience - WWF). These gains demonstrate that evidence is migrating from paper to practice.

Efficiency: Good

A €500k budget generated nationwide evidence base and pipeline of bankable projects with no cost or time overruns.
All funds were disbursed and operational risk rated 'None' by GCA. Open-source tools and existing datasets were leveraged to generate insights, demonstrating that actionable insight is feasible even in data-scarce environments.

Impact: Good *(early signals)*

GCA's support to developing national roadmap establishes a clear theory of change to ultimately deliver climate-resilient infrastructure that safeguards lives and growth. Early policy uptake and follow-on projects signals stronger pathway to impact.
The theory of change from this type of support is proven from the immediate outcomes realised by GCA's support to Ghana. The assessment has so far informed policy and PPP regulations and established new IFI projects. These uses demonstrate buy-in that increases the likelihood of downstream impact such as reduced service disruptions, avoided losses and inclusive economic benefits for all 33 million citizens.

Sustainability: Excellent

Close collaboration during engagement, knowledge transfer and tool handover better position national agencies to own and expand the analysis without external support.
Data sets, models and training sessions were formally handed over, and MESTI will lead periodic roadmap refreshes. This institutional ownership underpins long-term relevance.

Inclusion: Excellent

The projects identified in the roadmap have gender and inclusivity considerations, which includes needs of other vulnerable groups, ensuring this is mainstreamed at every stage of the infrastructure lifecycle.
Gender and inclusivity considerations are a core part of all GCA's proposed solutions. These actions lay the groundwork for gender-responsive infrastructure planning.

Ghana PPP Masterclass including materials development | 2023

Introduction

In March 2023 GCA delivered a two-day, in-person Climate-Resilient PPP Masterclass in Accra for 35 officials drawn from the Ghana Infrastructure Investment Fund (GIIF), the national PPP Office, the Ministry of Finance and the Ministry of Roads and Highways—building on relationships forged through the 2022 Roadmap for Climate-Resilient Infrastructure. All participants rated the training good-to-excellent and reported stronger capacity to structure climate-smart deals, prompting the GIIF Chief Executive to request a follow-on cohort.
Beneficiaries:

- ~35 practitioners from PPP-unit, Ghana Infrastructure Investment Fund, Ministry of Finance, Ministry of Roads and Highways trained

Relevance: Excellent

With governments increasingly seeking PPPs to close the infrastructure investment gap, the masterclass serves as entry point for integrating climate adaptation and resilience into future PPP projects
The masterclass equips infrastructure practitioners with technical capacity and tools to structure climate resilient infrastructure investments. The training responds to Ministry of Finance and GIIF requests to operationalise the national infrastructure roadmap risk findings and aligns with Ghana's NAP and NDC objectives to climate-proof new capital projects.

Coherence: Good

Co-developed with Oxford Infrastructure Analytics (OIA), the masterclass aligns with AAAP's systems-based approach, establishing a scalable capacity building package

The Ghana session drew on the National Roadmap and trained officials from GIIF, the PPP Office, Ministry of Finance and Ministry of Roads and Highways, equipping them with a risk-screening checklist and case-study workbook for embedding adaptation into PPP investments. The same masterclass is now being used and expanded on for other countries (Kenya and Senegal), promoting a unified approach to climate-resilient PPPs.

Effectiveness: Excellent

Delivered on schedule to 38 participants from key government stakeholders. Masterclass received high ratings from participants and follow-on request from GIIF.
Post-course surveys confirm 100% of participants rated the training good-to-excellent and improved capacity to structure climate-resilient investments. Training materials are already being used in pre-feasibility screenings by GIIF and the PPP Office.

Efficiency: Good

Budget used to develop reusable materials shared with participants and used to establish the PPP masterclass, which GCA has now scaled at a lower cost to 6 other countries.
Materials developed can be reused indefinitely, driving the marginal cost of additional cohorts down to printing and venue fees.

Impact: Adequate (*early signals*)

Positive feedback from participant and follow-up demand suggests high interest in climate-risk screening, paving the way for more resilient infrastructure projects. However, GCA could better track how participants are implementing and sharing knowledge to project likelihood of downstream impact.
Positive reception from participants indicates higher likelihood of acceptance and consideration of climate risk in design and operations of PPP projects. However, long-term benefits (such as fewer climate-related project failures and greater investor confidence) will depend on sustained application of knowledge transmitted during the masterclass.

Sustainability: Good

Masterclass materials serve as toolkit for scaling capacity building without further GCA support. However, unclear if participants are equipped to update the materials as climate risk dynamics evolve.
The materials allow for refresher sessions or self-study. GIIF has requested a second cohort, signalling continued interest by national institutions. Potential risk of information becoming outdated as no clear mechanism for updating the content if new climate-risk data, policy requirements or financial standards emerge. Periodic refreshers and light-touch support could help close this gap.

Inclusion: Adequate

Gender-lens investing module, added in response to participant feedback, demonstrate proactive integration of gender considerations in PPP decision-making.
Gender lens investing module added in response to participant feedback, demonstrating GCA's proactive integration of gender considerations in PPP decision-making.

WBG, Liberia Urban Resilience Project (LURP) | 2022 – 2028

Introduction

Working with local organisations such as YMCA Liberia, Slum Dwellers International (SDI) and the Federation of Liberia Urban Poor Savers (FOLUPS), GCA manages and quality-assures a community-led enumeration and climate-risk profiling process covering 52 informal settlements (27 404 households) in flood-prone Greater Monrovia. GCA is also co-drafting a Community Engagement Strategy (CES) for inclusion in the World Bank Project Operations Manual so that settlement priorities guide drainage, wetland and upgrading investments financed under the Bank's $40 million LURP.
Beneficiaries:

- ~ 200k urban residents (50% women)
- 37 national and local government representatives trained in the process

Relevance: Excellent

Locally generated risk evidence targets Liberia's most flood-exposed communities and supports National policies for climate-smart and community-informed urban infrastructure.
Greater Monrovia's low-lying wetlands and intense rainfall expose 70 % of residents in informal settlements to chronic flooding. By profiling climate risks and priorities at settlement scale and linking them to the Wetlands conservation, GCA's support aligns with Liberia Local Government Act of 2018 and the National Policy on Decentralization and Local Governance. These policies emphasise Liberia's commitment to integrate resilience in urban planning and ensure community participation.

Coherence: Good

Partnerships with YMCA, SDI and FOLUPS embed locally led adaptation within World Bank processes, while GCA fills the Project Management Unit's (PMU) climate-adaptation capacity gap.
The Community Engagement Strategy (CES) institutionalises community participation across the project cycle and ensures that enumeration findings flows into the project's designs and safeguards.

Effectiveness: Good

The community-driven risk enumeration and profiling work was completed in Q4 2024 and the CES is under Bank review.
3 out of 4 deliverables were completed despite election-period delays, positioning the PMU to better integrate climate resilience and reflect community-validated data in the project.

Efficiency: Excellent

€265k fully disbursed; Spending kept on track despite extensions due to fixed-price sub-grants (€192k YMCA, €72k SDI) and reuse of Locally Led Adaptation (LLA) resources developed in Kenya engagement
GCA budget remained controlled despite delays caused by change of government.

Impact: Good *(early signals)*

Community risk profiling data and CES create a path to protect 200k residents, supplemented by capacity building for national and local stakeholders on inclusive and climate resilient urban planning.
Peer -to-peer training (supported by delegates from Nairobi who worked on the guide "Locally Led Planning: A Guide for Building Climate Resilience in Urban Informal Settlements") has already trained 37 officials and community representatives, indicating initial capacity transfer toward long-term impact.

Sustainability: Excellent

Using local organisation to conduct the activities, embedding the CES in the Project Manual and capacity building anchors ownership and transfer knowledge for implementation.
GCA partnered with local organisation with on-ground experience to develop the CES which will be embedded in the project manual. This ensure methodology for community engagement is locally applicable and well-documented for future use. In addition, capacity building support provided by GCA to strengthen the knowledge of national and local stakeholders on inclusive climate and urban resilience planning, ensuring community participation remains critical going forward.

Inclusion: Excellent

Strong emphasis on vulnerable community participation and clear targets set for women in results framework.
Community risk profiling centres on the 70 % of Monrovians in informal settlements and targets gender parity. In addition, Locally Led Adaptation principles are at the cornerstone of the engagement.

WBG, Second Kenya Urban Support Program (KUSP II) | 2023-2028

Introduction

Through the City Adaptation Accelerator business line, GCA is strengthening national and county capacity to integrate climate risk in urban planning under the World Bank's $350 million KUSP II. Working with the Kenya School of Government (KSG), the State Department of Housing and Urban Development and the Council of Governors, GCA's support produced an Urban Climate Resilience Masterclass (UCRMC) and trained 30 national trainers to roll it out country-wide, developed and published a Kenya-specific Nature-based Solutions (NbS) Compendium and delivered a complementary NbS training-of-trainers for 20 officials and aligned these tools with the programme's performance-based grants so that counties earn disbursements when they apply climate risk-informed planning.
Beneficiaries:

- 3.5 million people provided with improved infrastructure and services delivered under the Program (50% women)
- 45 counties, 6 cities and 79 municipalities across Kenya

Relevance: Excellent

The masterclass and NbS tools plug capacity gap that limits Kenya's ability to design and manage climate-smart urban infrastructure, a requisite for the WBG project. Stakeholder praise GCA's support for the solutions it provided.
The UCRMC and NbS Compendium give guidance to embed climate data and ecosystem-based options, directly supporting KUSP II's objective that 70% of financed projects meet resilience standards. GCA reported that the Secretary of Nakuru County mentioned: "The WBG comes with finance but not necessarily with solutions. That is why GCA's support is so important".

Coherence: Good

Co-creation with international and national partners to develop and embed curriculum in the national training system, and links to youth pillar (via internship programme) are still evolving. Project highlighted need to develop better collaboration terms where organisation providing similar TA are engaged.
An international and national sounding board peer-reviewed the curriculum (Kenya State Department of Housing and Urban Development, Council of Governors and international and local knowledge institutes); KSG has adopted the curriculum, and its trainers are now delivering pilots. Stakeholders praised the "joint ownership" approach and confirmed alignment with Bank disbursement-linked indicators. Opportunities to add Youth & Jobs modules (e.g., green-skills internships) remain future work. GCA built on work of internal WBG organisation (Global Fund for Disaster Reduction and Recovery - GFDRR) to deliver the NbS inventory but identified need to establish better collaboration set-up with GFDRR as they provide the same type of TA.

Effectiveness: Excellent

All scheduled outputs have been delivered, with stakeholder highlighting early evidence of intermediate outcomes being realised. Follow-up support also requested by WBG based on support success.
UCRMC curriculum, handbook and trainer manual validated, 40 practitioners certified in the October 2024 Training-of-Trainers (ToT) and NbS Compendium published and launched June 2025. Early uptake signals include 4 follow-up pilot sessions run by alumni scored "above average" on content mastery and knowledge transfer and ToT graduates showcased lessons learnt through active participation and knowledge sharing at the June 2025 Kenya Urban Forum, advocating for reform measures.

Efficiency: Good

95% of the €445k budget disbursed with no overruns and reusable materials (from masterclass) drive down costs for future projects.
Spend was channelled through two competitive consultancy packages and masterclass template is now being localised for Somalia at minimal extra cost.

Impact: Good (*early signals)*

National institutional integration and trainer network create a credible pathway to more inclusive and resilient services and infrastructure. Stakeholders indicate roll out strategy could reach 300+ government officials per year, provided funding is made available.
Downstream improvements in integrating climate risk in infrastructure and service delivery highly dependent on success of curriculum scale up to reach the intended counties and municipal officials. NbS compendium also serves as ready to use and comprehensive guide for integrating NbS into urban planning. Both tools are complemented with a set of national trainers equipped with skills and knowledge to build the capacity of others. KSG roll out strategy plans for 6-8 UCRMC courses per year (with 35-40 learners per course) subject to county financing, indicating a clear plan to scale this capacity.

Sustainability: Excellent

Curriculum sits in KSG's permanent catalogue, and a 40-trainer pool (trained on urban resilience masterclass curriculum and NbS compendium) underpins long-term delivery and future urban planning education. Curriculum update/refresh mechanism not clear.
This project is a significant improvement from previous GCA urban resilience projects as focus was on developing tools that could outlive the project. Co-developing and embedding the curriculum in a national institution (KSG) ensured local ownership, articulated by stakeholders as an advantage of the support provided by GCA. Stakeholders indicate potential need to expand and continuously upskill the trainer cohort to integrate new projects, programmes and policies.

Inclusion: Good

Module on LLA embedded in masterclass with cross-cutting inclusion themes included.
The curriculum includes a dedicated component on Locally Led Adaptation (LLA), and equity and inclusion are mainstreamed throughout the masterclass. Although, stakeholders have noted demand for a policy-maker-focused version of the masterclass, which could further embed GESI considerations at the decision-making level.

AfDB, Development of Water Infrastructure and the Enhancement of Transboundary Water Resources between the CAR and DRC (PREDIRE) | 2024-2029

Introduction

Under its Climate-Resilient Water Services business line, GCA supported AfDB's $258 million PREDIRE programme to secure climate-resilient water supply for 2.4 million people in the conflict-affected Ubangi River basin spanning the Central African Republic (CAR) and the Democratic Republic of Congo (DRC). GCA delivered climate-risk and gender vulnerability assessments, a Gender-Sensitive Water Services Action Plan, and a GEF concept note for grant co-financing. AfDB's Project Appraisal Report was approved in September 2024 and cited GCA technical assistance that supported the project design.

Beneficiaries:

- 2.4 million people (51% women)
- Urban & rural communities in CAR and DRC

Relevance: Excellent

Stakeholder-validated climate- risk and gender-vulnerability assessments and solutions align new water investments with national adaptation priorities in two of the world's most fragile states.
DRC and CAR rank 5th and 2nd most climate-vulnerable on ND-GAIN country index. Floods and prolonged drought already disrupt scarce water infrastructure. GCA's assessments—developed after appraisal-mission consultations with ministries, utilities and local commission—identify risk hotspots and adaptation options. GCA, through local consultations, ensured design choices aligned with National Adaptation Plans addressing fragility-related service gaps.

Coherence: Good

GCA joined AfDB on project appraisal missions, involved national government ministries and supported with concept note for additional funding, leveraging climate finance expertise.

Effectiveness: Excellent

All deliverables finalised in 2024, with AfDB including recommendations in project appraisal report.
Validation workshops conducted in both countries endorsed findings. AfDB integration of recommendations into technical design annex. The GEF concept note positions governments to mobilise grant finance in 2025.

Efficiency: Good

€260k budget fully disbursed, project completed on time despite high operational risk.
No cost overruns and remote validation workshops held (where feasible).

Impact: Adequate (*early signals)*

GCA's outputs informed project technical design and supported concept note development for GEF grants; High operational risk of project could hinder uptake of adaptation solutions, unless funding secured and strong government buy-in
Risks to seven water-supply towns are now addressed through recommendations to relocate intakes, site borehole in low-hazard zones and establish catchment protection measures. Securing the additional grant

for climate adaption implementation would signal higher potential for downstream impact as dedicated funding would be made available for implementation of adaptation solutions.

Sustainability: Adequate

Action plan and solutions are available, but weak institutional capacity and uncertain O&M funding threaten sustainability beyond project.
GCA scope does not include capacity building or recommendation for make O&M. In a fragile, low-resource context, periodic refresher training and a maintenance support would be needed to ensure adaptation and resilience measures remain functional in long-term.

Inclusion: Good

Gender vulnerability assessment conducted to better understand gender gaps.
Gender vulnerability assessment produced a targeted gender action plan with indicators to target vulnerabilities and measure gender difference. The plan addresses women's disproportionate water-collection burden and proposes quotas for female participation in services.

AFD Rwanda Pro-Poor Development Basket Fund (PPD Basket Fund) | 2023 – 2025

Introduction

AFD's ~$44.3 million PPD Basket Fund is a program created for channelling grants to its 16 least-developed districts. GCA worked along with the government stakeholders (Local Administrative Entities Development Agency OR "LODA") to identify climate-vulnerable areas such as those affected by floods, landslides, prolonged dry spells, etc. Using this information, GCA and LODA convened People's Adaptation Plan workshops in Nyabihu and Ngororero, where residents validated 'at-risk' locations and articulated priority solutions. Insights from these community sessions were then coded into a new, fourth allocation criterion, a vulnerability weighting that are expected to steer a larger share of Basket-Fund money to the most at-risk areas, making the grants system more equitable.
Beneficiaries
324,828 rural residents from Nyabihu and Ngororero, with plans to scale country-wide.

Relevance: Excellent

The project directly tackles Rwanda's most climate vulnerable areas, and the data used to recalibrate the allocation formula aligns precisely with needs voiced by district planners and community focus groups
~82% of Rwandans live in rural areas where rain-fed agriculture and weak infrastructure. Local stakeholders consistently voiced that the poverty-only formula followed by the government for allocation *"could not capture climate shocks that push households back below the poverty line overnight."*. The new four-factor model created by the LLA team (poverty, population, surface area, climate vulnerability) directly addresses this gap, and ensures allocations reflect both social and climatic need. The government was originally hesitant towards GCA and their work, but overtime, especially after the 2023 floods, they began to see the value and reached out for help.

Coherence: Good

Strong alignment with Rwanda's National Adaptation Plan and with AFD's rural-resilience portfolio, though cross-sector links are still emerging

National ministries and key donors (AFD[35], KFW[36], and LuxDev[37]) have been formally engaged through detailed coordination, enabling engagement from the top down to grassroot stakeholders. Early stakeholder workshops convened national ministries together to review the PAP roadmap and allocation formula revision. LODA has also begun circulating PAP materials for visibility amidst uptake in the future, although formal mechanisms with agriculture-extension and social protection programs remain a work in progress.

Effectiveness: Good

Pilot PAPs are on track, with technical staff embedded, and PAP committees active, though full impact to materialize in the long term

They were able to get buy-in from the government (especially after the 2023 floods) and create systemic change such as the Ministry of Environment adding the climate vulnerability formula into their allocation formula and adding the allocation methodology to district development strategies They implemented this by building capacity within the director general's office by adding a technical coordinator, having two adaptation advisors support district teams, and PAP committees operating at cell, sector, and district levels to ensure comprehensive implementation of the project. Though full effect should take place after uptake by ministries and other government stakeholders in the future

Efficiency: Good

TA funding was limited and couldn't cover all sectors affecting scaling, and limited time to complete capacity building resulted in a slight delay

Project funding was limited and couldn't cover all the sectors in the pilot areas, causing LODA's director general to pledge to *"give funds and the location to others can participate too"*, for this and easing pressure on the GCA resources. Additionally, due to limited time, capacity building was not able to cover the full package of the LLA process, resulting in BRAC requesting a two-month no-cost extension to complete the remaining activities and prepare a final report by August 2025.

Impact: Good (early signals)

The initiative is already catalysing systemic change in Rwanda's allocation processes and donor portfolios, but national plans have not been concretized yet, limiting full extent of impact

LODA staff note that PAPs have already *"ensured that resilience…is embedded in the design of projects themselves"*, the draft vulnerability-weighted formula will shape the entire $44.3 million basket fund annually once approved, redirecting public money towards climate hotspots and providing a more equitable allocation. Additionally, GCA's shaping role is being "sold up the chain" as there is now buy-in from IFIs such as AFD who will take on a more climate focused approach into their future projects in Rwanda based on the lessons, impact, and community focused approach seen in the PAP. While project has made some good progress, implementation into country level plans have not been solidified, preventing full view on potential impact.

Sustainability: Excellent

Capacity-building measures are embedded in LODA and district structures, as well as the communities being empowered to make data-driven decisions

District staff from various levels of government have completed the masterclasses, and communities are enabled to conduct hazard mapping and data-driven planning themselves, driving ownership, as one

[35] Agence Française de Développement
[36] Kreditanstalt für Wiederaufbau
[37] Luxembourg Development Cooperation Agency

district participant observed, *"When the population are included during the planning…it will be easier for them even to manage the infrastructure constructed"*. Additionally, continuing donor attention (AFD, KfW, GIZ) further supports longevity as these solutions will actively being implemented through the PAP rollout, and potentially afterwards onto future projects.

Inclusion: Good

The PAP process is designed to channel community views into district planning, but the source material released to date does not document the gender, age or disability profile of participants
The inception meeting in Kigali and follow-up workshops in Nyabihu and Ngororero launched the PAP process, with both mayors *"highlighting the vulnerability of their districts and welcoming the initiative"* showing the key focus on vulnerable groups. While LLA has inclusivity initiatives embedded in their process, there is limited view of aggregated inclusivity initiatives (e.g., women, youth, persons with disabilities, etc.) seen in the materials, which makes it difficult to ensure representation of other vulnerable groups.

AfDB Kenya National Urban Water and Sanitation Program | 2024 – 2029

Introduction

Under AfDB's ~$187.4 million program, GCA supported the County Government of Homa Bay to prepare Kenya's first community-driven, climate-resilient municipal land-use plan. Working alongside Akiba Mashinani Trust and Suez Consulting, GCA completed settlement-level situational analyses, led a Rapid Climate-Risk Assessment (RCRA), trained county and Tom Mboya University staff in GIS and risk methods, and guided the county in formally notifying the People's Adaptation Plan (PAP) so it can access national climate funds. GCA's work helped in ensuring that the programme's investments in Homa Bay Municipality are climate-proof and take vulnerable communities into account.
Beneficiaries

- 700 000 residents of Homa Bay Municipality, including the informal settlements of Makongeni, Shauri Yako and Sofia
- 382 community members and university students who collected and analysed PAP data and now possess marketable GIS and enumeration skills
-

Relevance: Excellent

The PAP tackles Homa Bay's urgent water-pollution and sanitation gaps on Lake Victoria while addressing climate-driven flood and waste-management risks that the county itself flagged as priorities.
Many Homa Bay county lake-side residents lack access to water due to high pollution levels in Lake Victoria and the lack of water infrastructure. The PAP focuses on resolving this through climate-proofed water-and-sanitation upgrades. Settlement-specific situational-analysis reports are prepared to identify land-tenure, service-delivery and environmental stresses that the PAP will address. Homa Bay's Governor Gladys Wanga mentioned *"… we will table the Plan to the County Assembly for formal adoption, as an official physical development blueprint for Homa Bay"* to adopt the community-driven PAP as the formal municipal plan, aligning with county priorities. The County Integrated Development Plan (CIDP, 2023-2027) highlights food security and youth employment—risks the PAP also covers through resilient service planning.

Coherence: Good

The PAP is being positioned to fit within national climate-policy requirements and the AfDB program, but formal adoption is still under way

The PAP is being woven into existing national and donor programmes, though most linkages are still in progress. County officials say the plan supports their CIDP goals on food security and youth jobs, and the governor wants it *"formally adopted into statutory land-use planning"*. GCA's work is designed to inform AfDB's program, so PAP actions can unlock that project's performance-based grants and the preparation followed Kenya's Climate Change Act and National Adaptation Plan, ensuring national policy coherence. Additionally, situational analyses and risk assessments are being fed into both county plans and AfDB appraisal processes, which should help to bridge funding gaps and pull in other locally led-adaptation windows, but formal approvals (e.g., CIDP amendment) are still pending, so full coherence remains a work in progress.

Effectiveness: Good (early signals)

Project is on track to meet goals: community-led data collection has fed into county planning, skills are now being anchored in governments, and first resilience works are underway, though it is still being scaled

County officials, GCA and partners trained 382 youth and volunteers plus 20 county staff and 40 university students to survey ~21,317 households, turning grassroots data into GIS risk maps that is shared with the county government. 23 student mappers now work inside county departments, keeping skills in-house, while the governor publicly pledged to adopt the People's Adaptation Plan as the county's statutory land-use plan. The PAP is already guiding pipeline investments from AfDB, and an enumerator reports that "new water piping to informal settlements, borehole drilling and sewer-line repairs beginning in Sofia and other neighbourhoods". These concrete steps show the plan moving from paper to action, but they are still early signals rather than full-scale budget reallocation.

Efficiency: Good

GCA trained local youth and officials to collect climate-risk data, but reliance on sequential one-year contracts to strategic partners might create funding gaps and be disruptive to implementation

The "train the trainer" approach allows Tom Mboya University scale capacity without further need for GCA funding, which allowed others to be trained. Although, given the time period of implementation (~5 years), the one-year contracts to strategic partners could create a delay in the implementation at the end of each contract term.

Impact: Excellent (early signals)

Early results already show county-level budget shifts, heightened national visibility and donor interest, suggesting transformative and systemic change

Governor Wanga publicly hailed the PAP *as "the first integrated, inclusive climate-resilient land-use plan in Kenya,"* elevating Homa Bay as a national benchmark. Drainage and boreholes needs are already being addressed as identified by the PAP, demonstrating that local finance is already being redirected before external disbursements arrive. Youth enumerators earned stipends during data collection and gained marketable GIS skills, providing immediate economic benefits while laying groundwork for longer-term adaptation jobs. Although major construction has not yet begun, these signals, political ownership, and budget realignment, indicate a trajectory towards substantial impact if implementation stays on course.

Sustainability: Excellent

County is working on mainstreaming climate-risk methods into university curricula and aligning with national grant systems, this creates durable institutions that can outlive project financing, though youth enterprises still require bridge support.
Government is working on implementing the PAP on a county level, which will make it a legally binding land-use plan that will guide all future development approvals and budget cycles. Additionally, there are recurring trainings for key stakeholders, such as a Rapid Climate Risk Assessment workshop to train 20 county officials and Tom Mboya University staff, that helps to create an "institutional legacy" so local experts can update the plan and replicate it elsewhere. The university has integrated PAP fieldwork into its GIS coursework to ensure a steady pipeline of skilled graduates, and the "train the trainer" approach used by GCA allows local stakeholders to pass on relevant knowledge without the presence of consultants/experts.

Inclusion: Excellent

The PAP deliberately separated consultations for women, youth and persons with disabilities, embedded paid youth internships and showcased community voices at high-level events
The forums were structured so *"women, youth and people with disabilities can speak freely,"* as stated by a consultant. Preventing louder groups from overshadowing vulnerable voices. Of the 150-youth trained in mapping, at least 25% were female and one of the top-performing teams is female-led, demonstrating intentional gender balance in technical roles. 38 students from Tom Mboya University and the University of Nairobi earned paid internships, linking academia with community adaptation practice. Youth mappers presented their findings at a Nairobi inter-generational dialogue attended by Ban Ki-moon and county leaders, giving grassroots actors national visibility.

Transforming Landscapes for Resilience and Development in Zambia (TRALARD II) | 2025 – present

Introduction

GCA partnered with the World Bank on their ~$118 million resilience and development program in Zambia to embed locally-led climate-risk planning in the Miombo woodlands of Copperbelt and Muchinga. GCA drafted rural-specific People's Adaptation Plan (PAP) guidelines for TRALARD II's sub-project manual, piloted them in ten villages per province, and trained national and district staff. GCA also used the pilots to shape a climate-resilient rewrite of Zambia's district-level Integrated Development Plan (IDP) guidelines, offering a pathway from two-province tests to nationwide policy change.
Beneficiaries
96,000 rural residents

Relevance: Excellent

The PAPs tackle deforestation-driven livelihood risk in the Miombo ecoregion while answering explicit World Bank and Zambian requests to add climate-resilience tools to both TRALARD II and national IDP rules
The woodlands face severe threats from deforestation, unsustainable agricultural practices and climate change, prompting a call for policy strengthening and capacity building. The PAP guidelines sit inside World Bank's project community manual to steer investments that promote alternative livelihoods to reduce natural-resource exploitation. Simultaneously, GCA adapted the pilots to inform the review of Zambia's guidelines for district-level IDPs at the request of Ministry of Local Government, given it aligns with top-level policy priorities.

Coherence: Good

GCA brokered a new alliance between the Environment and Local-Government ministries and embedded PAP tasks inside existing TRALARD II components, but final cabinet approval of revised IDP guidelines is still pending

Early scoping excluded the Ministry of Local Government, GCA closed closed this critical gap by persuading the Ministry of Local Government and Rural Development (MLGRD) to join World Bank design meetings, creating a single channel that now links TRALARD II's environment lead ministry with the local-government portfolio. The PAP chapter has also been inserted into the draft IDP guideline which is awaiting national sign-off. This single methodology will therefore run through district planning and TRALARD II once the Cabinet endorses the revision, reducing duplication between donor and domestic planning streams.

Effectiveness: Good (early signals)

A PAP manual, twenty pilot communities and joint government training cohorts are in motion, but no village-level plans are yet complete and budgeted

The PAP has received buy-in from World Bank and government counterparts, as well as confirmed twenty pilot communities in Muchinga and Copperbelt Provinces. A draft sub-project manual has been developed, which already includes contextualised PAP guidelines for TRALARD II community investments, that partners PPHPZ and WeForest are using to engage local and traditional authorities to secure buy-in, which should help enable household mapping and co-planning to start on the ground. Additionally, MLGRD requested the piloting findings feed into the IDP review, signalling government intent to adopt results locally.

Efficiency: Good

GCA is delivering early outputs with only one-fifth of its €246 k budget spent, leveraging local partners and the World-Bank's platform to minimize transaction costs across board

Only one-fifth[38] of the €246,000 allocation had been disbursed while the inception mission, guideline drafting and local-authority outreach were already completed, showing phased spending and cash-flow discipline. GCA's work also is in close partnership with World Bank's as an IFI partner and other strategic partners (People's Process on Housing and Poverty in Zambia and WeForest Zambia), who are long-standing provincial NGOs which lowers mobilization costs and avoids duplication efforts.

Impact: Good (early indications)

Pilots are shaping TRALARD II design and have been formally requested to inform Zambia's Integrated Development-Plan (IDP) guidelines, positioning the PAP model to affect policy, finance and ~96,000 beneficiaries once scaled.

GCA's PAP process will be incorporated into TRADLARD II's community manual shaping how grants will operate across the regions. The pilots are also being integrated into district-level IDP guidelines, meaning it could potentially guide all future district plans once approved, creating national impact, past the original 96,000 beneficiaries stated. While PAP guidelines are documented, no deforestation and livelihood indicators have been reported, given project is still in planning phase, preventing full view on potential impact.

Sustainability: Good

Capacity-building will embed skills in public agencies and local NGOs, but nationwide IDP adoption and recurrent funding for future PAP cycles remain uncertain

GCA is training government and other relevant stakeholders so implementation expertise remains inside public agencies. PPHPZ and WeForest are local strategic partners, who will continue beyond the pilot, and

[38] By March 2025

lead community engagement and data work, keeping institutional memory in the provinces. MLGRD's request to upgrade IDP guidelines has the potential to mainstream PAP practice nationwide, but the reform is still at consultation stage and no budget line for follow-up planning rounds has been secured

Inclusion: Good

Village-level pilots place vulnerable Miombo-woodland communities at the centre of planning, but the project has less focus on metrics for other vulnerable groups
The People's Adaptation Plan pilots focus on Miombo-woodland villages described as "vulnerable communities" in Muchinga and Copperbelt Provinces, and chiefs in all twenty sites have been engaged to ensure a full community-led mapping, planning and validation process. However, there is less focus on disaggregated metrics for other vulnerable groups

LLA Global Hub activities | 2022 - present

Introduction

The LLA Hub is GCA's public knowledge and learning platform "to inform, connect and inspire local communities and practitioners around the world with the latest knowledge and solutions for adapting to climate change." It curates practice notes, tools, research, peer-learning events and a nine-module **LLA Masterclass**, and it hosts the annual **Local Adaptation Champions Awards** and an interactive map of field stories. Content is offered in seven languages, signalling a deliberate focus on access and equity.
Beneficiaries

- **African adaptation practitioners and officials:** First pilot of the *LLA Masterclass* enrolled 130 project-implementation-unit staff
- **National implementing entities (NIEs) & direct-access entities (DAEs).** Over **40 representatives from across Africa** convened at the Nairobi *Enhanced Direct Access* workshop promoted through the Hub
- **Front-line community innovators.** The 2024 Local Adaptation Champions Awards received **870 applications from 107 countries, including dozens from Africa**; Ugandan social enterprise *Upcycle Africa* and Burkina Faso's *La Voûte Nubienne* were among the finalists spotlighted on the Hub
- **Knowledge-brokers and researchers.** The *Step Change* programme, announced on the Hub, now funds adaptation learning projects in **16 African countries**

Relevance: Excellent

The Hub translates the eight international LLA Principles into concrete guidance, training and African case-studies, filling a critical knowledge gap for their beneficiaries and the general public
The landing page positions the site as a one-stop venue "to inform, connect and inspire" front-line actors, while dedicated collections such as "Tools to Mainstream Effective LLA into Development" give users step-by-step resources for project design and delivery such as Mukuru's informal-settlement guide in Nairobi or water-adaptation case studies in Kenya and Tanzania providing step-by-step design aides. Additionally, the Masterclasses available can help IFI teams learn to embed LLA across their project cycles.

Coherence: Good

The hub is well aligned with AAAP's objectives, pillars, and with African climate-finance reforms, serving as the "knowledge hub" of GCA Africa, but systematic links to national research portals are still pending

The Hub's Africa content dovetails with every AAAP technical pillar—showcasing nature-based infrastructure such as Mukuru's black-soldier-fly waste-to-protein units (Infrastructure & NbS), water-sector analyses of six Kenyan and Tanzanian projects that unpack LLA principles for basin planning (Water & Urban), and finance pieces on the Enhanced Direct Access workshop co-hosted with GCF and the Adaptation Fund that explored devolving climate funds to counties (Finance). However, the site lists no formal data-sharing links or API feeds to regional knowledge nodes—a gap that could limit the full extent of knowledge for beneficiaries.

Effectiveness: Excellent

Core outputs—multilingual portal, searchable library, peer-learning events, Masterclass and awards programme—are fully operational with growing African uptake as GCA activities scale
Since the 2022 launch the site has posted knowledge items, streamed COP side-events, completed two Champions Award cycles and run regional peer-learning (e.g., Homa Bay youth dialogue on municipal planning). The first Step Change call funded seven African learning projects within 10 months of programme inception driving peer learning. These outputs show the platform is functioning and driving further collaboration amongst relevant stakeholders

Efficiency: Good

A single digital platform delivers continent-wide reach at low marginal cost
All resources are hosted on one domain with language toggles (including Swahili), enabling access without print or subscription expenses

Impact: Good (early signals)

By elevating African case-studies and convening funder–government dialogues, the Hub is seeding ideas that have the potential to shape policies and funds, though hard outcome data are still limited.
Knowledge pieces and events on the Hub lift African locally-led models into regional and funder conversations, signalling their potential to shape downstream outcomes. For example, Champions-Award profiles of Upcycle Africa (Uganda) and the Pastoral Women's Council (Tanzania) gained regional media pickup, which likely widened their supporter base, however, the hub has yet to publish data on policy adoptions or finance volumes linked directly to its resources, so impact remains promising but unverified.

Sustainability: Excellent

Global Hub is anchored within GCA and AAAP, there is also continuous content fed by African partners, and recurring flagship events (Champions Awards, Step Change) suggest durability
The Hub is embedded in AAAP's capacity-strengthening workplan—its landing page cross-links to all programme pillars and showcases Africa-focused guides and reports week-by-week. Annual Champions Awards and the Step Change learning coalition provide a steady pipeline of African case studies and ensure stakeholder stickiness. GCA's Nairobi office curates East-African stories (e.g., youth civic mapping in Homa Bay), indicating regional editorial ownership. The Hub also houses living resources like the Masterclass and peer-to-peer workshops, which AAAP staff routinely update.

Inclusion: Good

Hub offers seven interface languages, hosts the "100 voices of the vulnerable" gallery and open calls for African stories, but it lacks disaggregated user data and a formal gender-tracking dashboard
Language set is diverse to cover a good range of African beneficiaries, and the 100 voices gallery frontlines many African perspectives including women farmers and youth activities. The champions-award shortlists routinely include female-led enterprises such as Flora Phoenix from Zimbabwe and Horizon BV from Kenya,

signalling some inclusion considerations. However, there are no gender, youth, or disability specific metrics listed for events, or on a dashboard to track, unless users actively search "women", "youth", etc., specific stories.

6.1.3. Youth Entrepreneurship & Adaptation Jobs pillar

AfDB 618 million, Nigeria Investment in Digital and Creative Enterprises (i-DICE), Nigeria | 2022 – 2027

Introduction

GCA is collaborating with the AfDB and the Federal Government of Nigeria to mainstream climate adaptation jobs into the $618 million Investment in Digital & Creative Enterprises (i-DICE) programme (2022–2027). i-DICE promotes investment in ICT and creative industries to accelerate green and inclusive job creation, particularly as Nigeria rebuilds from the economic impacts of COVID-19. The country's acute climate risks including flooding, drought, and extreme heat are already undermining key sectors such as power, agriculture, and fisheries, while high youth unemployment further compounds vulnerability. Under this project, GCA is conducting an economy-wide labour-market assessment and developing an adaptation-jobs taxonomy and skills framework. These tools provide the AfDB and the Federal Government with evidence-based recommendations on priority sectors for environmentally sustainable job creation. This project falls under the pillar's mainstreaming business line, which aims to create 5 million adaptation jobs and upskill 1 million youths across Africa. Notably, i-DICE is one of only three projects where GCA has completed its full technical assistance package—underscoring that while the business line has strong potential, it is still in the early stages of implementation.

Beneficiaries

- 6.1 million Nigerians expected to benefit including: 849,970 jobs (77,270 direct; 772,700 indirect), of which 30 % (255,000) are adaptation jobs
- 175,000 youths to receive ICT/adaptation skills training, 75 enterprise support organisations strengthened, and 270 start-ups assisted
- 250 unemployed post-graduates supported; 30-50 % of all beneficiaries are young women
- Up to $331.7 million additional financing mobilised for 226 innovative start-ups

Relevance: Good

Strongly aligned with Nigeria's job-creation and climate-adaptation priorities; Project embeds climate-resilient job pathways into priority digital and creative sectors, using GCA's evidence-based tools to shape national skills and enterprise development.

Nigeria faces severe climate pressures (flooding, drought and heat stress) that compound youth unemployment and poverty. i-DICE directly addresses this twin challenge by embedding adaptation job pathways in high-growth digital and creative sectors, a priority for the Federal Government's post-COVID recovery strategy. GCA's value addition was in providing the missing evidence base for government and AfDB on how to integrate climate resilience into skills and enterprise components of the funding. Labour-market assessment, adaptation-jobs taxonomy, sector opportunity maps and critical-skills framework were developed and is now being utilized by the Project Implementation Unit to finalise curricula, design a nationwide hackathon and align enterprise-support windows with adaptation opportunities.

Coherence: Good

Builds on AfDB's digital-economy agenda and complements other GCA labour-market studies; multi-partner financing indicates coordination, but systematic cross-pillar linkages are still emerging.

The project layers GCA's technical assistance onto an AfDB sovereign loan, complementing other IFI projects e.g., Nigeria's Special Agro-Industrial Processing Zones (SAPZ) where similar adaptation-jobs work was done, and draws on external consultant's analytics used in other GCA engagements, signalling sound synergy. While financing involves AfDB and the Federal Government, broader coordination with AFD/IsDB and across AAAP pillars has limited mentions in project documentation, with few documented cross-programme linkages.

Effectiveness: Adequate

GCA's outputs are now guiding training design and enterprise support, with early uptake by the Project Implementation Unit. However, with only ~23k jobs created and ~70k youths trained to date, progress remains well below the pillar's broader targets of 5 million jobs & 175k trained youths.
By November 2023, GCA had completed the labour-market study for i-DICE, delivering the adaptation-jobs taxonomy, sector opportunity maps, and skills gap analysis that now underpin the programme's training design. Early evidence shows that the Project Implementation Unit (PIU) is actively using these outputs to finalize curricula and prepare a nationwide hackathon targeting adaptation enterprises. Currently ~23,000 jobs have been created through GCA-supported entrepreneurs and job programs under approved investment projects. However, given that i-DICE is just one of three projects where GCA has completed its full engagement, this reflects a significant gap from the overall goal of creating 5 million adaptation jobs. Similarly, while around 70,000 youths have been recorded as trained through GCA's in-depth programs, this remains below the target of 175,000 youths outlined in the project documentation.
Efficiency: Adequate

TA was completed within two years and budget information shows no overruns, yet limited evidence on cost controls or adaptive management prevents a higher score.
Technical assistance was delivered inside two fiscal years and within the approved TA budget, suggesting reasonable timeliness. However, project documentation offers scant data on unit costs, procurement efficiency or adaptive management practices; risk-tracking systems are not described. Without fuller financial evidence, efficiency is deemed "Adequate".

Impact: Adequate

Projected job numbers are sizable, and 30 % adaptation benchmark is embedded, but tangible resilience or policy shifts are not yet observable.
Projected job numbers are sizable, with a 30% adaptation benchmark embedded, but tangible improvements in climate resilience or policy shifts have yet to materialize. If realized, the creation of 849,970 new jobs including 255,000 adaptation jobs and $331.7 million in crowd-in investment could significantly strengthen Nigeria's climate resilience and green growth. However, these remain projections; no verifiable improvements in beneficiary resilience, reform measures, or investment leverage have been observed to date. This is further compounded by delays in project implementation—the i-DICE technical launch was postponed following changes in government in 2023, with the project only resuming in 2024. A technical committee was inaugurated that year, and a technical partner (ACETEL) was secured in April 2025 to host implementation. These delays have further prolonged the timeline for realizing on-ground impact.

Sustainability: Adequate-Good

Frameworks and skills curricula are institutional assets the PIU can use post-project; however, long-term financing and government ownership mechanisms are still being tested.
The taxonomy, skills framework and planned curricula embed adaptation content within Nigeria's TVET and enterprise-support ecosystem, increasing the likelihood that benefits persist after GCA exits. The Project Implementation Unit is operational and government buy-in exists, but long-term plans or collaborations for

continuous curriculum updating and ESO capacity has not been systemically designed in project implementation plans.

Inclusion: Adequate-Good

Women and youth are explicit targets (30-50 % female beneficiaries, youth-centred training) and adaptation jobs focus on vulnerable sectors; inclusion tracking during implementation remains to be proven.
Gender and youth targets are clearly quantified: 30-50 % of beneficiaries are young women; training and enterprise-support focus on youth-led start-ups and unemployed graduates. Adaptation job identification spans formal and informal sectors, addressing vulnerable groups. Nevertheless, systematic disaggregated monitoring and safeguards are still being developed.

AfDB US$7.7 million, Somalia Skills for Employability, Inclusion and Productivity Project (SEIP) | 2023-2026

Introduction

The Skills for Employability, Inclusion and Productivity (SEIP) project is a joint initiative of GCA and AfDB within the mainstreaming adaptation jobs in investment projects business line which aims to create 5 million adaptation jobs and equip 1 million young Africans with market-relevant skills. SEIP is currently in its implementation phase with GCA's technical assistance focusing on three areas: (1) Labour-market assessment to identify adaptation/green job opportunities. (2) Development and harmonisation of TVET curricula in climate-sensitive trades (e.g., solar PV, climate-smart agriculture, eco-friendly construction). (3) Entrepreneurship support to foster green start-ups and embed adaptation skills in Somalia's TVET system. The partnership is especially relevant in Somalia, where youth unemployment is estimated at 70% (74% for young women) and skills shortages force the country to import labour. By aligning with Pillar 2 of Somalia's NDP[39]-9 (2020-24) economic development and employment, the project seeks to convert these gaps into climate-resilient employment pathways.
Beneficiaries

- 1,300 youth (including internally displaced persons, women, people with disabilities and other marginalised groups)
- 500 TVET graduates (50 % women) to receive start-up toolkits for self-employment
- 40 TVET trainers (35 % women) to be certified in competency-based, climate-aligned curricula
- Wider benefits to TVET providers, private-sector employers and MoLSA, which gains regulatory capacity

Relevance: Good

GCA provided deep, data-driven climate-adaptation analytics previously missing in AfDB projects, identifying sectors and skills SEIP funds should prioritise. This granular evidence is already steering AfDB and government partners toward high-impact investments.
High youth & women unemployment in Somalia has presented a challenge to stability and security, with unemployed youths becoming vulnerable to recruitment into terrorist groups making it a significant risk factor for social unrest and violence in Somalia. GCA's technical assistance focused on creating job opportunities to close this gap delivered a detailed Labour-Market Assessment (LMA) that ranked seven priority adaptation value chains: agriculture, water, energy, forestry, blue economy, disaster preparedness

[39] Somalia's Ninth National Development Plan (2020-2024) known as NDP-9

and infrastructure and mapped each to concrete TVET skills, entrepreneur niches and gender-responsive employment pathways. The granularity provided in GCA's activities identified sectors with the highest job-creation returns for youth and women; these fundings are now embedded in AFDB's work plan.

Coherence: Good

GCA's activities complement AfDB's broader TVET portfolio, Somalia's NDP-9 and donor-led centre renovations; GCA adds depth on adaptation, although cross-pillar linkages inside AAAP remain limited.

Findings from GCA's activities feed directly into Somalia's National Development Plan-9 (Pillar 1: Economic Development & Employment) by supplying the hard numbers and curricula foundations the plan calls for with the project appraisal reports highlighting coordination with GIZ, SIDA and other partners on curriculum and centre rehabilitation, while GCA's labour-market assessment is informing national roll-out. However, documented synergies with other GCA pillars (e.g., Infrastructure Resilience) are still nascent.

Effectiveness: Adequate (early signals given project is in implementation phase)

The flagship labour-market assessment was delivered on time, but other outputs (curriculum harmonisation, entrepreneurship training) are still at planning stage, so outcome evidence is early.

The flagship labour-market assessment was delivered on time and has already proven useful in refining AfDB's work plan and informing curriculum harmonisation. Previous AfDB TVET operations often defaulted to generic construction trades, lacking this level of sector-specific insight. However, interviews confirm that only one of the two technical assistance workstreams has been completed. Other outputs such as entrepreneurship training remain in the planning stage, meaning outcome-level evidence is still emerging.

Efficiency: Adequate

External consultant completed project deliverables on schedule, but high GCA staff turnover and lack of on-ground consultant presence limited project speed, stakeholder engagement, and coordination with local authorities.

Pre-identified consulting firm, Genesis Analytics, successfully completed the Labour Market Assessment (LMA) within nine months, as scheduled, with the GCA team's availability rated higher than that of AfDB climate staff. Budget execution currently stands at approximately 50% (€103K of €210K). However, stakeholder interviews noted that high staff turnover within GCA—with three different focal points assigned over just two years—negatively impacted project implementation and rapport, as each new staff member required onboarding. In addition, limited on-ground presence of consultants affected efficiency, particularly when alignment with local governments or agencies was needed, resulting in delays due to the absence of locally based staff.

Impact: Adequate (early signals given project is in implementation phase)

Tangible change is visible only through a well-received knowledge product; broader effects on contributions towards 5 million jobs and 1 million youths trained are plausible but unproven.

The LMA was presented at COP and is slated for national launch, positioning it to shape curriculum reform and future fundraising; however, with no recorded data on jobs created or youths upskilled, it remains difficult to confirm that meaningful impact toward the 5 million jobs and 1 million upskilled youth targets can be achieved.

Sustainability: Adequate

The project covers curriculum reform and trainer up-skilling, but long-term uptake is jeopardised by weak local presence of external consultants and limited collaboration with local institutions.

Interviewees noted that national systems and civil-society actors have not been adequately capacitated to sustain adaptation efforts after project completion, and that local communities and agencies were

minimally involved, limiting the integration of "bottom-up" perspectives. To address this, stakeholders recommended embedding GCA's Locally Led Adaptation (LLA) programme into future initiatives to strengthen long-term impact and sustainability.

Inclusion: Good

Deliberate steps to enhance gender inclusion by addressing barriers to female participation, introducing transport and financial incentives, and committing to gender-sensitive monitoring.
The project undertook a dedicated study on barriers to female participation in traditionally male-dominated TVET trades, followed by the development of a targeted communication strategy to encourage women's engagement. Transport incentives were introduced to improve access for female trainees, reflecting a deliberate effort to integrate gender inclusion into both project design and implementation. The project appraisal also commits to establishing a gender-sensitive MIS, conducting a study on female enrolment, and offering financial incentives. The Ministry of Labour and Social Affairs (MoLSA) has set a target of achieving 35% female participation in TVET overall.

AfDB $124 million, Angola Youth Employment Project (AYEP) | 2025-2029

Introduction

The Angola Youth Employment Project (AYEP) is an AfDB-financed, US $124 million operation (2025-2029) executed under AAAP's Mainstreaming Adaptation Jobs business line. GCA's €70 000 technical-assistance package focuses on the agriculture and transport value-chains sectors highly exposed to droughts and floods that already cost Angola an estimated €1 million a year in losses. Working with AfDB and national ministries, GCA will (i) map climate sensitivities and skills gaps, (ii) co-design an adaptation-skills curriculum and (iii) mainstream it through eight TVET centres and universities via a training-of-trainers model. AYEP is one of the mainstreaming projects where GCA support is in pre-design stage, illustrating how the Youth & Jobs pillar partners with IFIs to build a pipeline towards AAAP's goal of 5 million adaptation jobs and 1 million skilled youths.

Beneficiaries

- 149,720 jobs to be created for youth and women (target includes 30 % adaptation jobs)
- 97,569 youths trained in digital and climate-adaptation skills through eight upgraded TVETs/universities
- 20,400 MSMEs (start-ups & existing firms) to receive business-development services
- Nationwide youth population (63.5 % unemployment among 15-24-year-olds) indirectly benefits from stronger labour-market linkages

Relevance: Good

AYEP squarely tackles Angola's twin crises of youth unemployment and climate-vulnerable value-chains, and it references key national diversification plans, but explicit citation in formal policy texts is still emerging.

Angola's economy remains oil-dependent, with youth unemployment at 63.5 % and 79.8 % of jobs informal. AYEP directly addresses this by equipping youth with adaptation skills for agriculture and transport sectors singled out in national plans. GCA's diagnostic and curriculum close a persistent IFI gap: previous AfDB youth projects could only offer generic climate guidance, whereas GCA provides granular value-chain analytics and ready-to-deploy content, saving borrower time and climate-officer bandwidth. Full 'Excellent'

is withheld because AYEP has not yet been cited in statutory documents (e.g., Angola NDC or national skills strategy).

Coherence: Good

The TA neatly complements AfDB's youth-employment loan and aligns with sector strategies (PLANAGRÃO, PLANAPECUARIA, PLANAPESCA), yet evidence of active coordination with other donor or AAAP pillars is limited

GCA's TA is fully embedded in AfDB's four-component loan (skills, enterprise acceleration, enabling environment, project management) and leverages existing sector strategies, avoiding duplication. However, the brief shows no cross-pillar linkages with other AAAP tracks (e.g., Food Security or Infrastructure & NbS) nor coordination with EU or World Bank jobs initiatives, limiting evidence of broader synergy.

Effectiveness: Adequate

GCA's outputs are still in design; while the curriculum and skills mapping are credible, no tangible outcomes exist yet, making outcome achievement uncertain.

At appraisal stage, neither the labour-market study nor the curriculum has been delivered. While the theory of change is clear—skills mapping → curriculum → ToT → jobs, progress indicators are absent, and GCA disbursement is still zero. Hence, early signs are promising but unproven.

Efficiency: Adequate

The modest €70 k budget and phased ToR help contain costs, but start-up delays (pre-design stage) and no disbursement to date raise timeliness risks.

A lean budget (€70 k) and predefined ToR suggest cost-discipline, and the phased approach should allow rapid mobilisation. Yet the project remains in "Pre-Design" with no disbursement. Absence of a monitoring dashboard or risk-tracking system further constrains efficiency assurance.

Impact: Adequate

Projected 149 k jobs and 98 k trainees would be transformative if realised, but impact remains hypothetical until TA is executed and embedded.

If targets are met (149720 jobs, 97 569 trained youths and 20 400 MSMEs), AYEP would materially advance AAAP's 30 % adaptation-job mandate and Angola's diversification agenda. Until delivery mechanisms are tested, anticipated impact remains potential rather than proven.

Sustainability: Adequate

Embedding curricula in public TVETs and a ToT model create sustainability pathways, yet no commitments from host institutions or budgetary provisions are documented.

The ToT model and integration into eight public training institutions provide a path for longevity beyond GCA's exit. Yet no MOUs or domestic budget lines are cited to guarantee curriculum upkeep or iterative updates, leaving institutionalisation uncertain.

Inclusion: Adequate-Good

The project explicitly targets youth and women in job-creation and training figures but lacks granular gender or vulnerable-group strategies beyond headline numbers.

Quantitative targets prioritise youth and women (jobs and training figures) and explicitly link MSME support to entrepreneurship gaps. Nonetheless, the brief lacks detailed gender action plans or measures for persons with disabilities, so inclusivity is solid but not yet mainstreamed across all activities.

6.1.4. Adaptation Finance

IMF, Tanzania Resilience and Sustainability Facility (RSF)) | 2024-2029

Introduction

The IMF's $786 million RSF arrangement for Tanzania (approved June 2024) ties each loan tranche to the delivery of climate-adaptation "Reform Measures" (RMs). GCA supported the RSF arrangement on design and implementation. During design, GCA helped craft the RM matrix and align measures across ministries; During implementation, GCA supported on RM 2, the creation of a government-owned, license-free web platform that publishes national climate-hazard and vulnerability maps and is advising the Bank of Tanzania on RMs 13-14 to integrate climate risk into financial-sector supervision. The engagement is one of 7 RSF's where GCA is providing technical assistance, requested by the IMF and the governments. This demonstrates how GCA has built a solid partnership with IMF's RSF arrangement, bringing in expertise to enhance the integration of adaptation and resilience measures at the macro-economic policy level. .
Beneficiaries:

- Institutions: Prime Minister's Office – Disaster Management Unit, Tanzania Meteorological Agency, Bank of Tanzania and commercial banks that will use the climate-risk platform for lending and supervision
- People: the entire population (65 million), indirectly protected as climate risk becomes embedded in fiscal policy and financial-sector regulation.

Relevance: Excellent

GCA's analytics and policy guidance directly fulfil the IMF's request for adaptation expertise for the RSF, helping to unlock macro-critical reforms in a climate-vulnerable economy.
GCA provided input into the design and supported the development of the hazard-scenario logic and vulnerability mapping that underpin RM 2. This is expected to facilitate the integration of climate considerations in sectoral planning and policies across government.

Coherence: Good

GCA's support complements IMF convening strength and empowers government to implement reform measures by providing technical assistance at the highest level of government.
Throughout the design window GCA provided input to IMF negotiations (as requested), providing guidance that fed directly into the RSF reform measures. During implementation GCA worked hand-in-hand with the Prime Minister's Office–Disaster Management Unit, the Tanzania Meteorological Agency and the Ministry of Finance to compile data and deploy the license-free web platform. This arrangement lets the IMF secure high-level political commitment, the government steer delivery and GCA supply technical depth.

Effectiveness: Good

The web platform was completed and validated by the IMF; Bank of Tanzania staff trained and piloting use of data to develop guidelines for commercial banks.
The web interface hosts multi-hazard maps and common climate scenarios compiled with the meteorological agency. Two Bank of Tanzania examiners received Training-of-Trainers workshop and are preparing to cascade knowledge into guidelines for commercial banks. Stakeholders report satisfactory usability and relevance.

Efficiency: Good

Remote design support to IMF and materials from National climate risk screening efforts leveraged.
GCA's budget funded consultancy and leveraged pre-existing hazard layers from earlier infrastructure screenings, avoiding duplication. Virtual participation in negotiations cut mission costs.

Impact: Adequate (*early signals)*

Climate hazard and vulnerability maps platform owned by Prime Minister's Office (PMO), strengthening credibility and increasing potential for adoption across sectors. Financial sector engagement shows that knowledge transfer likely needed to ensure uptake.
Web platform is easily accessible and open to use by regulators and ministries for integration into climate risk into policies. Prime Minister's Office coordinating the effort, indicating strong potential for dissemination across sectors given convening power. Bank of Tanzania plans to issue minimum data-collection requirements and portfolio-risk reports by 2026, expecting to curb non-performing loans in sectors highly exposed to drought and flooding. The platform also gives ministries a shared evidence base for climate-screening public investments, satisfying RSF macro-stability objectives. However, hazard maps still require some sector tailoring (as seen through support to Bank of Tanzania on financial sector use cases) which might delay uptake, if technical assistance is not provided.

Sustainability: Good

A government-owned, license-free platform and embedded RM targets anchor long-term use. Data refresh and update mechanisms yet to be considered.
Ownership sits with the PMO and TMA, and the RSF's phased disbursement ensures the platform remains operational in long-term. Sustained relevance will require budgeting for data refreshes and periodic capacity-building of analysts.

Inclusion: Adequate

Gender- or vulnerability-specific analytics are not prominent in output (climate hazard maps). Potential enhancement layer to platform.
Maps are publicly hosted, lowering barriers for smaller banks and regional planners. A planned extension to include socio-economic vulnerability layers could strengthen equity outcomes

IMF, Madagascar Resilience and Sustainability Facility (RSF)) | 2024-2029

Introduction

The IMF's $321 million RSF arrangement for Madagascar (approved June 2024) tied to climate policy and institutional reform measures (RMs) that strengthen economic resilience and sustainability. The

arrangement was approved in June 2024 for US$321 million and is being complemented by a Climate Finance Roundtable held in December 2024 to mobilize additional adaptation finance. GCA joined IMF design and negotiations and is now supporting implementation—helping integrate climate risk into public investment management (PIM), improve water governance (Code de l'eau), and develop a National Climate Finance Strategy with finance-flow mapping and investment prioritization in collaboration with the Ministry of Finance, UNICEF, the World Bank, and the EU. These efforts aim to embed adaptation in core fiscal, legal, and financial systems.

Beneficiaries:

- **National population and economy**—via reduced macro-fiscal exposure to climate shocks (notably cyclones and drought) through strengthened PIM and sector governance
- **Public institutions** (Ministry of Finance; line ministries for water, construction, planning)—through clearer mandates and improved tools for climate-informed decision-making
- **Households and firms most exposed to climate hazards**, benefitting indirectly from better water resource management, resilient infrastructure standards, and scaled adaptation finance

Relevance: Excellent

Targets macro-critical climate risks with quantified GDP impacts and closes identifiable policy gaps in PIM, water governance, and climate finance.

The RSF ties disbursements to climate-adaptation RMs and was approved for US$321m in June 2024. Madagascar's losses from 2020 cyclones equaled 4.8% of GDP, and the country faces a 5.8% GDP decline by 2050 under high-emissions absent adaptation. GCA support ensures adaptation is embedded in PIM, water-sector law (Code de l'eau), and a national climate finance strategy, aligning with RSF objectives to reduce macro-vulnerability.

Coherence: Good

Well aligned multi-partner effort (IMF, Government, WBG, UNICEF, EU) with coordinated analytics and convening; scope to tighten links with downstream sector investments.

AAAP participated in two IMF in-country missions and helped shape RMs on PIM (RM2), water governance (RM5), and climate finance (RM11). It is co-implementing with UNICEF and WBG on the finance strategy and with the EU on the water code; a Dec 2024 Roundtable convened government and partners to mobilize finance. These show strong vertical (macro-policy to institutions) and horizontal (finance–water–infrastructure) alignment. There remains an opportunity to codify pathways that translate RSF reforms into specific IFI investment pipelines—an inference consistent with RSF's systemic focus.

Effectiveness: Good

Shaping of design is evidenced (RM2, RM5, RM11), and implementation is underway with time-bound deliverables (e.g., RM11 by Oct 2025)

GCA informed RSF design and now supports implementation: (i) integrating climate into PIM (RM2); (ii) review/update of the Code de l'eau (RM5); (iii) draft construction code recommendations (RM10); and (iv) National Climate Finance Strategy through finance-flow mapping and prioritization (RM11; deadline Oct 2025). Multi-agency coordination with the IMF, WBG, UNICEF and EU is documented, and GCA continues to coordinate roles and responsibilities for water governance. Outputs are already shaping government processes and legal updates, indicated likelihood of outcomes being delivered.

Efficiency: Good

Lean, time-bound engagement during IMF's 4–6 month preparation window leveraged US$321m of budget support; indicators for TA inputs could be further specified
GCA worked through IMF processes and split tasks with WBG/UNICEF (climate-finance strategy) and the EU (water code), leveraging what already existed rather than creating parallel workstreams. The Climate Finance Roundtable further leveraged the existing partner platform to mobilize finance without commissioning new, duplicative diagnostics. There is room to track more indicators to ensure full performance reporting.

Impact: Good (early signals)

Reform measures (PIM, water code, construction standards, climate-finance architecture) are positioned to reduce macro-exposure and crowd-in adaptation capital
By targeting cross-cutting levers—integrated water governance, climate-informed public investment, and financing mechanisms—the RSF has the potential to lower economy-wide climate risk and accelerate bankable adaptation projects. The Climate Finance Roundtable adds momentum for mobilizing domestic and external finance around prioritized investments emerging from RM11. Early traction is visible as there is work to re-launch the Code de l'eau process and define institutional roles.

Sustainability: Good

AAAP's work is anchored in laws, codes and core public-finance systems, though final adoption/enforcement of reforms is the next determinant
The RSF focuses on **legal/institutional reform**, all of which hard-wire adaptation into routine decision-making. Once adopted and operationalized, these instruments can persist irrespective of the UFF's involvement, enhancing resilience of planning and infrastructure procurement. Continued coordination by IMF/WBG/UNICEF/EU and Government counterparts is planned through 2027.

Inclusion: Good

Policies emphasize "people-centric" solutions and public systems (water, standards) that benefit vulnerable groups, but there is room to create more gender-disaggregated or inclusion KPIs
A people-centric adaptation approach to target impact at scale is taken, to identify water governance and resilient standards as public goods with broad social benefits. However, there are limited to none aggregated inclusion metrics (e.g., gender-tagged targets for service access or employment), presenting a potential gap for future monitoring within RSF RM tracking.

AfDB, Funding Proposal to GCF - Staples Crops Processing Zones (SCPZ) [Togo, Senegal and Guinea] | 2024-2029

Introduction

The Adaptation Finance's Technical Assistance Program (TAP) supported 4 Senegalese public entities (CSE, La Banque Agricole (LBA), FONGIP, FONSIS) and Equity Group Holdings (EGH) in Kenya with aim of unlocking access to international climate finance from the GCF and AF. GCA delivered targeted assistance that (i) drafted 11 fiduciary, gender, environmental and anti-fraud policies for FONGIP and FONSIS, (ii) prepared and submitted two adaptation concept notes for CSE and LBA worth $27 million, (iii) developed the $244 million SMACT concept note and guided Equity Bank through Project-Specific Accreditation, positioning it to become Africa's first regionally accredited private-sector DAE, and (iv) convened a peer-learning workshop for 30 national stakeholders to accelerate pipeline development.
Beneficiaries:

- 163k direct and 3.7 million indirect beneficiaries in Senegal
- 1.42 million direct (30 % women) and 5.9 million indirect beneficiaries in East Africa through Equity Bank's SMACT program

Relevance: Excellent

Water-stress diagnostics align SCPZ design with national adaptation needs and food-security priorities.
Erratic rainfall, droughts and floods cut yields and threaten supply chains in all three countries. GCA's agro-hydrological analysis showed declining water availability in most zones and rising crop water demand, providing the evidence base for integrating adaptation measures.

Coherence: Good

GCA's TA supports AfDB's value-chain agenda, satisfies GCF climate-rationale tests, and adds cross-pillar synergy with AAAP's Food-Security platform.
The agro-hydrological study fed directly into AfDB's funding proposal and cleared GCF technical review. GCA was also able to leverage experience from AAAP's Food-Security programme to mainstream climate-smart farming practices and technology adoption amongst smallholder farmers.

Effectiveness: Excellent

GCF board approval received within 7 months, confirming quality of TA provided by GCA to strengthen the funding proposal.
AfDB submitted the proposal with GCA's hydrological annex in February 2023; GCF approved it in October 2023.

Efficiency: Good

Hydrological study, embedded in proposal, was delivered on time and with no-delays.
On time delivery of findings.

Impact: Good

GCF funding approval indicates high potential for implementation, including adaptation measures in design
If implemented as designed, the zones will add value to rice, maize, cassava and horticulture, while improved irrigation should stabilise production and farmer incomes. GCF financing also de risks private investment, opening a pathway to replicate SCPZs region wide.

Sustainability: Good

Long-term resilience embedded in infrastructure technical design
AfDB's implementation plan includes capacity building, yet detailed budgets for ongoing maintenance and extension services remain to be finalised.

Inclusion: Adequate

Proposal targets 54% women and smallholders, but other critical GESI elements (e.g., gender responsive extension methods) need to be specified

Women dominate post-harvest processing. Therefore, embedding gender-sensitive outreach and credit schemes will be critical to realise equitable benefits.

GCF Accreditation for the Ghana Infrastructure Investment Fund (GIIF) | 2022-2023

Introduction

GCA supported GIIF—a state investment vehicle capitalized with US$325 million—to obtain Direct Access Entity accreditation from the Green Climate Fund (GCF), diversifying Ghana's channels for climate finance and strengthening country ownership of adaptation investments. TA focused on a gap assessment and the development of seven priority policies (Gender Action Plan; Sustainability Policy; Information Disclosure; M&E Guidelines; Policy on Prohibited Practices; Whistleblower & Witness Protection; Management Tree) required by GCF. GIIF's accreditation package was submitted in Q4-2023 and is now in the comments/clarification stage, with the first round received in Q4-2024 and responses being prepared in 2025.

Beneficiaries:

- Government of Ghana and GIIF—enhanced institutional capacity, systems and policies to access and manage international adaptation finance directly.
- Private investors and developers—a future pipeline for blended finance in resilient infrastructure across energy, transport, water and sanitation
- Ghanaian communities and firms—indirect benefits from crowding in capital to climate-proof critical infrastructure

Relevance: Excellent

Addresses a nationally material adaptation finance gap by enabling direct access to GCF for a state-backed infrastructure investor with private-capital leverage.

Ghana faces significant climate risks with sizeable financing needs for NDC adaptation measures; GIIF is a government-backed vehicle with US$325m anchor equity positioned to catalyze private capital into priority sectors. Accreditation would add a scarce direct-access channel in Ghana, improving country ownership of climate finance

Coherence: Adequate

Aligned with national priorities and GIIF's blended-finance role, but limited cross-pillar integration and slow GCF processes dilute strategic coherence

The TA was nested in TAP and supported GIIF to meet GCF standards, consistent with AAAP's goal to expand direct access. Yet, TAP's own review notes prolonged GCF processing and recommends shifting some focus toward non-accreditation pipeline work/EDA to reduce dependency on slow external bureaucracies—gaps visible here as the file remains under review through mid-2025.

Effectiveness: Adequate

Deliverables were produced and the file progressed to first-round comments, but accreditation has not been achieved within the review period

Seven policies were finalized and the accreditation package was submitted Q4-2023, yet the comments arrived in Q4-2024 with responses still ongoing in 2025. Stakeholder feedback highlights initial

preparedness gaps and Secretariat capacity constraints, consistent with TAP portfolio reflections on partner readiness and review backlogs.

Efficiency: Poor

TA leveraged templates and a local consultant to avoid duplication, yet multi-year processing, rework, and limited contingency planning depressed value-for-money

The GIIF package is still underway in mid-2025 despite being submitted in 2023, due to prolonged GCF timelines. Program reviews recommend narrower, critical-path scopes and alternative pathways (e.g., EDA with existing AEs) to avoid open-ended engagements—measures that would have improved schedule efficiency here.

Impact: Good (early signals)

Institutional capacity is stronger and a full dossier exists; systemic impact depends on accreditation and rapid pipeline conversion

The policy suite, governance upgrades, and progression into the comment-response phase create a credible pathway to add a second direct-access channel in Ghana, but until accredited projects advance, benefits still remain prospective.

Sustainability: Good
Policy instruments and procedures embed durable practice change inside GIIF irrespective of the review cycle

Seven policies aligned to GCF requirements were produced and institutionalized alongside gap-assessment road-mapping. GIIF's permanent mandate and capitalization provide a platform to apply these standards in financing once access is secured.

Inclusion: Good
Gender and stakeholder-protection policies are in place; inclusive outcomes await project-level application

The dossier includes a Gender Action Plan and Whistleblower & Witness Protection policy, aligning with GCF's gender and integrity standards. Project pipelines will need explicit, disaggregated KPIs to demonstrate inclusive finance once accreditation unlocks programming

Enhancing Direct Access in Senegal (CSE, LBA, FONGIP, FONSIS) and Equity Bank Kenya] | 2023

Introduction

Through its Adaptation Finance pillar, GCA partnered with the African Development Bank to prepare and secure Green Climate Fund approval for the Staple Crops Processing Zones (SCPZ) programme. This programme consists of $472 million package that will climate-proof 8 agro-industrial zones across Togo, Senegal and Guinea. GCA's core contribution was a rigorous agro-hydrological study that quantified climate impacts on ground- and surface-water availability. This strengthened the proposal's climate rationale and shaped the adaptation components that GCF finally endorsed in October 2023.
Beneficiaries:

- 5.4 million people (54% women) across 3 countries
- Smallholder farmers (70-80% of agricultural workforce) and processors linked to 8 SCPZz.

Relevance: Good

TAP helps to unlocks finance for high-priority national and regional adaptation needs where funding access is the binding constraint.
Senegal requires more than $4 billion for adaptation by 2030 but has secured only a fraction to date. CSE and LBA's concept notes address land degradation affecting 2k ha and climate-smart agriculture across 120 municipalities respectively, while Equity Bank's SMACT targets 140k MSMEs vulnerable to droughts and floods across 6 countries. Direct access expands the pool of implementers capable of channeling climate finance to smallholders and MSMEs otherwise sidelined by multilateral processes.

Coherence: Good

Aligns closely with the Adaptation-Finance pillar and IFI processes but has yet to leverage meaningful cross-pillar or domestic synergies.
TAP helps plug the technical assistance gaps across accredited and potentially accredited entities to, improving their proposals and submissions to international climate funds (in terms of meeting their stringent requirements). Clearer partnership strategies and shared workplans with other AAAP pillars and domestic ministries would create a pipeline of accredited projects ready for rapid disbursement.

Effectiveness: Adequate-Poor

Key deliverables are submitted but none has yet been approved by GCF or AF; weak partner engagement has stalled progress for a few entities.
Equity Bank's accreditation dossier reached GCF in six months and drew comments within two months, yet final approval is pending. CSE's concept note process was smooth thanks to its prior GCF experience, but LBA team "provided little to no input" and still lacks National Designated Authority (NDA) agreement on an executing entity. FONGIP and FONSIS cannot finalise the remaining 10-20% of accreditation files because of limited internal capacity. Uneven performance across th4 entities supported shows the challenges with the TAP. Without timely partner contributions, TAP outputs risk languishing in draft form, undermining AAAP's finance-mobilisation targets.

Efficiency: Adequate-Good

TA spending remains modest relative to a $271 million pipeline, but stalled engagements erode productivity.
Multi-year consultant contracts have been extended to 2026 to accommodate delays. Introducing cost-per-policy and cost-per-concept note KPIs will help isolate high-yield partnerships and curb sunk costs.

Impact: Adequate-Poor (early signals)

Since 2023, no approved CNs or accreditations means zero finance has flowed; benefits remain hypothetical.
SMACT's $244 million package and Senegal's $27 million notes await GCF/AF clearance. Until approvals are secured, projected benefits for 1.58 million direct beneficiaries are far from being realised. TAP must shorten the approval arc or diversify toward non-accreditation services to register measurable impact within a shorter timeframe.

Sustainability: Adequate

Regional capacity building workshop and institutional policies (FONSIS and FONGIP) developed for non-accredited entities are a step forward, yet weak in-house capacity in these 2 entities means progress may stall once GCA exits.
FONGIP and FONSIS formally adopted 11 fiduciary, gender and safeguard manuals, and a Dakar workshop trained more than 30 officials across all 4 entities. However, FONSIS and FONGIP both struggled to finalise the last 10-20 % of their accreditation packages without consultant support, signalling limited capacity to respond to GCF or AF feedback. Equity Bank has stronger systems, but its accreditation is not yet approved, leaving changes untested in practice. TAP contracts run to 2026, but there is no transition plan for post-TA maintenance. Future work should include structured hand-over plans, on-the-job mentoring and budgeted follow-up missions to ensure newly adopted policies translate into sustained access to climate finance.

Inclusion: Good

Gender targets are embedded across concept notes
SMACT reserves 30% of direct beneficiaries for women. Senegal concept notes prioritise women- and youth-led enterprises.

Capacity building workshops (in partnership with GCF and AF) | 2024

Introduction

GCA partnered with the Green Climate Fund (GCF) and the Adaptation Fund (AF) to run two back-to-back workshops aimed at strengthening African Direct Access Entities (DAEs).

- **EDA for LLA Workshop, Nairobi (4–5 Dec 2024)** brought together stakeholders from across Africa to explore the Enhanced Direct Access (EDA) modality and decentralised finance pathways.
- **Climate Finance & Project Development Workshop, Dakar (12–13 Dec 2024)** convened more than thirty participants from six Francophone countries to sharpen concept-note design and accreditation skills.

This support demonstrated TAP's attempt to pivot from one-to-one TA to scalable regional capacity-building. It also highlights persistent access barriers (fiduciary standards, governance hurdles, data gaps) and the peer alliances emerging to tackle them. The workshop budget covered technical content, peer learning and post-event materials.
Beneficiaries:

- 25+ African countries represented in Nairobi
- 6 West & Central African countries in Dakar, 30+ officials trained

Relevance: Good

Targets a binding constraint, limited institutional capacity to navigate GCF/AF rules and originate bankable projects.
Discussions stressed accreditation bottlenecks and the need to align EDA pipelines with NAPs and NDCs. By focusing on early-stage capacity, the workshops address a prerequisite for mobilising adaptation finance at scale.

Coherence: Good

Fully aligned with TAP objectives, catalysing regional peer learning but with limited formal links to other AAAP pillars.
The Nairobi agenda was co-designed with GCF and AF, ensuring methodological consistency, while Dakar's curriculum mirrored GCF concept-note criteria. However, there was little integration with other AAAP pillars (where opportunity existed). Embedding cross-pillar follow-ups in workshops could translate workshop insights into multi-sector pipelines.

Effectiveness: Good

Workshops delivered as planned, but immediate uptake varies across participants.
Both events were completed on schedule with curricula covering fiduciary standards, gender, and climate rationale. Post-workshop feedback flagged ongoing technical gaps and requests for further mentoring on project annexes. Structured post-training clinics are useful to convert new knowledge into high-quality submissions.

Efficiency: Good

A €96k budget trained 70+ officials (roughly €1 ,350 per participant) and leveraged in-kind expertise from GCF/AF.
Disbursement risk is low and operational risk rated low. The cost profile compares favourably showing workshops as a cost-effective channel for early-stage TA.

Impact: Adequate (early signals)

Workshops fostered new regional alliances and prompted interest in EDA pipelines, but no funding has yet flowed.
Participants committed to explore joint EDA projects and share templates, and several NDAs requested follow-up support on pipeline prioritization. Translating this momentum into approved concept notes will be the litmus test of impact.

Sustainability: Good

Peer networks and open-access materials provide a foundation, yet continued coaching or training curriculum is needed for lasting change.
The Dakar cohort formed a Francophone network to co-develop proposals, but capacity to meet GCF fiduciary requirements remains uneven. Embedding modular e-learning and mentorship cycles would anchor gains beyond the workshop horizon.

Inclusion: Adequate

Gender lens introduced through sessions offering practical guidance for considering GESI in adaptation projects
Sessions on embedding GESI considerations in adaptation projects were included, which featured Equity Bank and BOAD case studies.

Climate Adaptation Finance (CAF) Masterclass | 2024 – 2030

Introduction

The CAF Masterclass is a structured capacity-building product to help African financial institutions (FIs) finance adaptation by embedding climate-risk analytics and adaptation investment logic into core banking processes. The design couples a Body of Knowledge (BoK) and handbook with online modules and in-person sessions, co-developed with PFIs/DFIs/MDBs to match operational realities. The offer responds to barriers that keep private adaptation finance low—high perceived risk, limited data, uncertainty on outcomes, and the belief that adaptation yields mainly social returns—by providing tools to link physical-risk insights to ROI/IRR/expected-loss metrics and product design.

Beneficiaries:

- Commercial banks and other PFIs across Africa (credit, risk, product, and sustainability teams)
- MSMEs and real-economy clients in sectors such as agriculture, water infrastructure, manufacturing, and urban services through better-structured adaptation finance products

Relevance: Excellent

Targets a clearly diagnosed market failure—low private-sector engagement in adaptation—by equipping banks with practical tools to quantify risk, price it, and originate deals.
Covers specific private-finance barriers (high risk perceptions, lack of data, uncertain outcomes, long paybacks) and positions the masterclass to overcome them with portfolio-risk screening, scenario analysis, sector pipelines, and de-risking instruments, tailored to African PFIs. Delivery formats (handbook/BoK, online modules, in-person sessions) are selected to shift practice—not only awareness.

Coherence: Good

Built under the GCA-EBRD MoU and co-developed with PFIs/DFIs/MDBs, with content intentionally aligned to banking workflows and regulatory/reporting frameworks.
Masterclass is a product of the 2022 GCA-EBRD MoU, and has a development pipeline where practitioner engagement informs the Body of Knowledge and delivery (online modules, handbook, in-person sessions). Emphasis on regulatory/disclosure alignment and institutional climate-finance strategies furthers consistency with how banks are managed and supervised.

Effectiveness: Adequate

Strong design foundations and reputable content partners are in place; evidence of implemented cohorts or measured competence gains is not yet presented.
The 2024 build procured Frankfurt School, Rebel Group, and Royal HaskoningDHV; the module stack, BoK, and delivery modes are specified. Claimed outcomes include improved risk assessment and integration of adaptation into lending decisions, but no completed-cohort metrics, pre/post assessments, or transaction evidence are seen yet.

Efficiency: Good

A reusable BoK and hybrid delivery model allows program to potentially yield economies of scale.
Materials are structured for repeated deployment (online modules + handbook + in-person sessions), and co-production with practitioners reduces rework risk.

Impact: Good (early signals)

Positions banks to reclassify adaptation from cost to opportunity and to unlock pipelines with appropriate risk tools and instruments; verified deal flow is not yet shown.
The curriculum demonstrates how quantified physical risk and product structuring (e.g., guarantees, concessional capital, resilience-linked instruments) can make adaptation profitable across agriculture, water infrastructure, manufacturing, and urban services. Tangible results in portfolio change, pipeline value, or mobilization metrics are yet to be seen/recorded.

Sustainability: Good

Aims to embed adaptation and resilience in banking strategy, governance, and operations rather than one-off awareness.
The BoK guides FIs to integrate climate risk into lending/appraisal/portfolio management, align with regulatory/disclosure frameworks, and develop institutional climate-finance strategies and adaptation-linked scoring. These features orient the product toward institutionalization beyond a single cohort.
Inclusion: Adequate
Potential to widen access for MSMEs and climate-vulnerable sectors is articulated; inclusion outcomes and gender-responsive KPIs are not specified.
Anticipated outcomes include opportunity identification across SMEs and priority sectors, but no gender or youth disaggregated participation targets, underserved-client indicators, or inclusive-finance product commitments are provided in the source.

Dhamana Guarantee Company | 2025 – 2027

Introduction

Dhamana and GCA are embedding climate-risk analytics and adaptation requirements into the guarantee workflow for energy and telecommunications projects across East Africa (Kenya, Uganda, Tanzania, Rwanda). Support is mapped to each due-diligence gate—Pre-screening, Technical DD, Commercial Close, and Monitoring—with outputs that move from color-coded risk flags to costed Adaptation Action Plans and climate-related conditions subsequent in guarantee agreements. Throughput is structured as up to four projects per quarter, with the 2025 milestone being a piloted screening methodology on Ofgen's ~500 telecom towers in Kenya now feeding into developer engagement and DD. The intent is to reduce climate-related financial risk, strengthen investor confidence, and channel domestic capital to resilient assets.
Beneficiaries:

- Households living in the service footprints of guaranteed energy and telecommunications projects in Kenya, Uganda, Tanzania and Rwanda.
- Micro and small business owners whose livelihoods depend on reliable electricity and mobile/data connectivity in those same areas.
- Patients and students relying on functioning clinics and schools—part of the "essential services" most affected when power/connectivity fail.
- Residents in hazard-prone neighbourhoods near substations, lines and telecom towers, where adaptation reduces outage and damage risk

Relevance: Excellent

Tackles macro-relevant climate hazards and financing gaps by embedding risk analytics and adaptation into guarantees for energy and telecom assets.

East Africa faces USD 68–108bn annual infrastructure finance gaps and rising hazards—up to +2.5°C by 2050, more heatwaves and heavier rainfall—directly impacting generation, substations, towers and lines. The program integrates risk screening and Adaptation Action Plans so guarantees back climate-resilient designs across the region.

Coherence: Good

Coherence with stakeholders is operationalized through a formal MoU, clear role delineation, and fixed integration points across the deal cycle.
Dhamana leads credit risk assessment and structuring; GCA provides climate and E&S technical due diligence. GCA is invited on all projects at preliminary evaluation and detailed DD, creating a consistent workflow from red-flagging to covenant design. Climate/adaptation clauses are beginning to appear in draft guarantee documentation, with standardization planned as more deals close.

Effectiveness: Good (early signals)

Good early outputs; systematic adoption in executed guarantees is still maturing.
A climate-risk screening methodology is built and piloted on Ofgen (≈500 towers); the first screening report is delivered and being integrated with the developer. The plan targets ≈12 projects/12 months, each with Adaptation Action Plans and recommended clause language—strong precursors to outcome-level change once deals close.

Efficiency: Good

Standardized tools and a batch workflow cut duplication and enable scale without bespoke rework.
The approach reuses a screening methodology, templated risk flags, concise technical notes + summary tables, and a clause menu for conditions subsequent, tightly synced to Dhamana's 3-week pre-screen and 6–8 week technical DD cadence—an efficient fit to decision timelines.

Impact: Good (early signals)

Early signals show bankable pathways to reduce climate-related financial risks and bolster investor confidence; portfolio outcomes will register as clauses take effect.
Expected results include climate-proofing up to 12 projects and enhanced investor confidence via risk-reduction and enforceable measures. The Ofgen pilot operationalizes this by translating hazard findings into DD and implementation steps with the sponsor.

Sustainability: Good

Institutionalization is built-in through guidelines, indicators, and tool specs for underwriters, plus developer-facing action plans.
The program reviews and refines Dhamana's indicators, defines technical specs for resilience tools, and embeds an Adaptation Action Plan workflow—practices that persist beyond the assignment and create a replicable model for guarantees.

Inclusion: Adequate

Practices are being institutionalized via SOPs, clause language, and staff capability transfer.
There is limited tracking for gender, youth and vulnerable community metrics; these will need embedding in covenant monitoring to evidence inclusive benefits.

6.2. Stakeholder interview list

Organization	Name	Title
Donor - Canada	Gayle Barnett	Sr Development Officer, Global Affairs Canada
Donor - Denmark	Emma Barr	Head of Section, Climate Adaptation, Danish MFA
Donor - Netherlands	Laurent Umans	Policy Officer, Dutch Ministry of Foreign Affairs
Donor - Norway	Hans Olav Ibbrek	Policy Director, Norway Ministry of Foreign Affairs
Donor - Gates Fdn.	Steven Prager	Senior Program Officer for Ag Transfo. Strategy
AfDB	Michel N'guessan	Chief Water Development Officer
AfDB	Jessica Muganza	Programs Officer
AfDB	Yves Withofs	Principal Investment Officer - Renewable Energy
World Bank	Xavier Espinet Alegre	Task Team Leader (TTL) Support
World Bank	Richard Damania	Chief Economist Sustainable Development
World Bank	Oscar Escudero	Lead Disaster Risk Management Specialist
World Bank	Nouhoum Traore	Senior Economist
World Bank	Chakib Jenane	Regional Director, West & Central Africa
World Bank	Beatriz Eraso Puig	Senior Urban Development Specialist
World Bank	Ali Bakari	Environmental Safeguard Specialist, LPRES/FGN
IMF	Prasad Ananthakrishnan	Unit Chief of Climate Finance Policy Unit
IMF	Frederic Lambert	Deputy Division Chief
IMF	Edward Gemayel	Division Chief
EIB	Pierre Sarat	Transport Engineer
CGIAR	Bernard Vanlauwe	R4D Director
CGIAR	Solomon Gizaw	Head of Clearing House
Oxford Infra Analytics	Scott Thacker	Co-Founder & Director, Oxford Infra Analytics
University of Nairobi	Profs. Olago & Waema	Research Dir., Institute for CC & Adaptation
Kenya School of Govt	Antony Okeyo	Resarch Fellow and Faculty Member
Homa Bay County Govt.	Frederick Warega	Deputy Director Physical and Land Use Planning
Rwanda LODA	Maurice Nsabibaruta	Division Manager of Community Development
IFAD	Kondwani Kampenya	Portfolio Lead- Non-Sovereign Operations
Ghana Tree Crop Author.	Dr Rich Kofi Kofituo	Deputy CEO (Operations)
BRAC International	Israel Dufatanye	CC & Local Adaptation Technical Coordinator
Bank of Tanzania	Method Simbachawene	Financial Stability Department Representative
Uganda Railways Corp	Stephen Wakasenza	Acting Managing Director
PMO (Govt of Tanzania)	Vonyvaco Luvanda	Prime Minister's Office - Disaster Risk Management
Govt. of Mozambique	Dr Mutimba Egidio	Climate Adaptation Specialist, PROCAVA
Govt. of Comoros	Abdoulkarim Youssouf	Pilot, Comoros Port Authority
Ageroute Senegal	Aminata Magatte	Chef du Departement Sauvegarde
Afrilabs	Kolawole Oladejo	Programmes Officer
TADB	Hawabai Abdulla	Senior Business Development Officer
Dhamana GuarantCo	Andrew Lumumba	Associate; Project & Structured Finance
Akiba Mashinani Trust	Patrick Njoroge	Deputy Director
Ecobarter Company	Rita Idehai	Founder, The Ecobarter Company
CHAFI IPREN	Prince Chafi	Founder, Chafi Ipren
University of Gronigen	Sarah Feron	Assist. Prof. of Climate Change & Energy Transition
CRDB, Tanzania	Kenneth Kasigila	Head Office, Ally Hassan Mwinyi Road
Homa Bay Resident	Mercy Lukio	Enumerator
GIIF	Kwadwo Kwakye Gyan	Head, Risk & Sustainability Dept.
AfDB	James Nganga	Task Manager
Autoroute du Maroc	Abdesslam El Moukni	Head of Planning and Maintenance Management

Beneficiary – BSF Kenya	Alexander Muendo	Community representative
GCA	Patrick V. Verkooijen	President & CEO
GCA	Matthew McKinnon	VP of External Affairs & Policy
GCA	Jamal Saghir	Senior Advisor
GCA	Purvi Mehta	Senior Advisor
GCA	Nitin Jain	Senior Director of Programs
GCA	Joep Verhagen	Global Lead, Water & Urban
GCA	Adele Cadario	Global Lead, Infrastructure & NBS
GCA	Oluyede Ajayi	Global Lead, Food Security & Rural Well-being
GCA	Anju Sharma	Lead, Locally Led Adaptation
GCA	Bruce Campbell	Senior Advisor, Food Security & Rural Well-being

6.3. Grading rubric

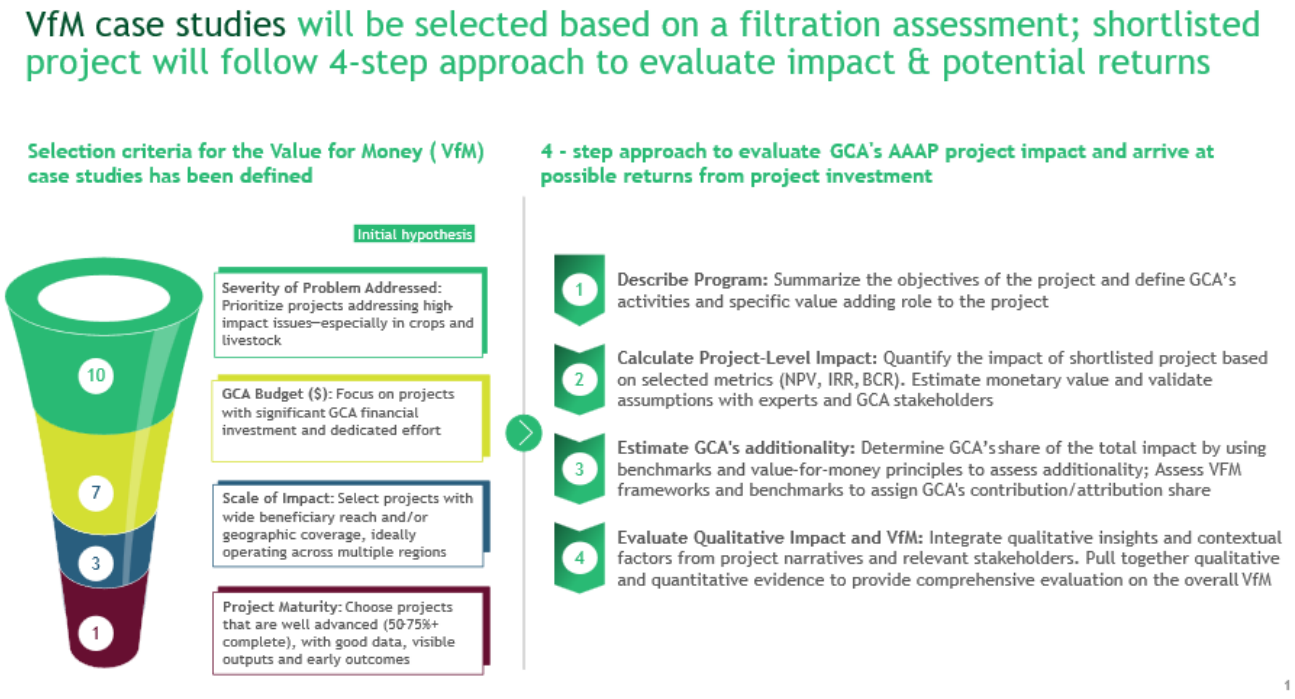
	Excellent	Good	Adequate	Poor
Relevance	Activities directly respond to national adaptation needs for beneficiaries and are cited in key policy documents	Activities are well-aligned with national priorities and sector needs but only partially reflected in official documents	Activities show general awareness of country context but miss clear linkages to national priorities or emerging needs	No clear alignment with country or stakeholder priorities; activities are disconnected from adaptation needs
Coherence	Interventions are fully integrated with other govt. or GCA-supported initiatives; multiple synergies documented	Activities align well with some initiatives; minor coordination gaps exist but do not reduce effectiveness	Some alignment is evident, but interventions mostly operate in isolation or risk duplication	Activities overlap, conflict with or duplicate others; no strategic coordination demonstrated
Effectiveness	Immediate & Intermediate outcomes are on track or achieved; outputs clearly link to final outcomes across the ToC	Most outcomes are on track; minor delays or gaps but ToC linkages are largely credible and progressing	Some early results, but linkages to intermediate/final outcomes are unclear or delayed	Immediate and intermediate outcomes not progressing; major disconnects from intended results
Efficiency	Activities implemented within budget and on time; management practices highly adaptive and proactive	Minor delays or cost overruns, but strong management ensures minimal disruption to outcomes	Significant delays or inefficiencies, though program delivery is still progressing with moderate risk	Major delays, budget issues or coordination problems that hinder delivery and pose serious risks
Impact	Clear, measurable changes already visible in institutional systems, farmer resilience, or adoption rates	Early signs of tangible change; potential for longer-term impact well established	Limited evidence of change; some outputs may contribute to longer-term impact	No visible signs of impact or likelihood of future effect based on current trajectory
Sustainability	Strong institutional and financial mechanisms in place; exit/handover plans functional and active	Some sustainability systems emerging (e.g., trained staff retained, partial government buy-in)	Risk to continuation of outcomes after GCA support ends; limited systemic integration	No evidence of sustainability plans or institutional ownership
Inclusion	Inclusion is central to design and implementation, with tangible benefits for women and youths	Some inclusive elements present; moderately integrated into delivery and reporting	Inclusion mentioned in design but not clearly integrated or tracked during implementation	Inclusion ignored or inconsistently applied; no evidence of benefit to underrepresented groups

Source: OECD DAC+ reports; External consultant analysis

6.4. VfM selection criteria

To fully capture GCA's impact, we have decided to leverage a Value for Money (VfM) approach to evaluate GCA's additionality. This VfM assessment focuses on projects that demonstrate how under favourable yet real-world conditions, AAAP interventions have the potential to translate into measurable economic value. The figures indicate what can be achieved when sound project design, governance and evidence systems converge. The results will provide data-driven evidence to help substantiate conclusions on the evaluation.

To ensure a rigorous and objective selection process, a structured filtration-based approach was taken, with clear criteria and systematic assessment, along with an analytical approach to evaluate impact & potential returns of selected projects:



This framework covers every pillar except for Youth & Jobs. We chose a qualitative, case-study lens centred on a YouthADAPT beneficiary. This approach enriches the evaluation by revealing, in concrete detail, how AAAP engagement reshapes a young enterprise and the livelihoods around it, insights that aggregate metrics alone cannot capture to ensure a robust assessment of GCA activities.

6.5. Acronyms and abbreviations

Acronym	Full Form
A&R	Adaptation & Resilience
AAAP	Africa Adaptation Acceleration Program
ABM	Adaptation Benefit Mechanism
ACETEL	African Centre of Excellence on Technology Enhanced Learning
AfDB	African Development Bank
AF	Adaptation Fund
BCR	Benefit–Cost Ratio
CACF	Canada–AfDB Climate Fund
CAR	Central African Republic
CGIAR	Consultative Group on International Agricultural Research
CIAT	Alliance of Bioversity International and CIAT
CREW	Climate Resilient Wheat Value Chain Development Project
CSA	Climate-Smart Agriculture
CS-DAT	Climate-Smart Digital Adaptation Technologies
DCAS	Digital Climate Advisory Services
DPF	Development Policy Financing
DRC	Democratic Republic of Congo
EDA	Enhanced Direct Access
EWS	Early Warning System
FCAS	Fragile and Conflict-Affected States
FSRP	Food Security Resilience Project

GCA	Global Center on Adaptation
GCF	Green Climate Fund
GESI	Gender Equality and Social Inclusion
GIIF	Ghana Infrastructure Investment Fund
IFAD	International Fund for Agricultural Development
IFI	International Finance Institution
IMF	International Monetary Fund
IRR	Internal Rate of Return
IsDB	Islamic Development Bank
KSG	Kenya School of Government
LLA	Locally Led Adaptation
LPRES	Livestock Productivity and Resilience Support Project
LURP	Liberia Urban Resilience Project
MDB	Multilateral Development Bank
MEL	Monitoring, Evaluation & Learning
MoU	Memorandum of Understanding
NAP	National Adaptation Plan
NBS	Nature-Based Solutions
NDC	Nationally Determined Contribution
NIMET	Nigerian Meteorological Agency
NPV	Net Present Value
OECD-DAC	Organisation for Economic Co-Operation & Development - Development Assistance Committee
PAD	Project Appraisal Document
PAP	People's Adaptation Plan
PIU	Project Implementation Unit
PPP	Public–Private Partnership
PROCAVA	Inclusive Agri-food Value-Chain Development Programme
REWARD	Regional Resilience Rice Value Chain Development Project
ROI	Return on Investment
RSF	Resilience and Sustainability Facility (of the IMF)
SAPP-II	Sustainable Agricultural Production Program II
SDI	Slum Dwellers International
SEIP	Skills for Employability, Inclusion and Productivity Project
SCPZ	Staple Crops Processing Zones
TA	Technical Assistance
TADB	Tanzania Agricultural Development Bank
TCDP	Tree Crop Diversification Project
ToC	Theory of Change
ToR	Terms of Reference
TRALARD II	Transforming Landscapes for Resilience & Development II
TVET	Technical and Vocational Education and Training
UFF	Upstream Financing Facility
USD	United States Dollar
VfM	Value for Money
WB	World Bank

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