

AU-AIP Multi-Country GCF Readiness Climate Resilient Water Investment Initiative

Accelerating mobilisation of finance for climate resilient
water investments in Africa

COUNTRY CAPACITY ASSESSMENT REPORT AND
CAPACITY DEVELOPMENT PLAN

REPUBLIC OF GHANA

Support for African countries to develop and implement climate resilience water investment programmes

Executive Summary

This report presents a comprehensive assessment of institutional capacities and a strategic development plan for Ghana's key climate finance actors—namely the National Designated Authority (NDA), Climate Finance Division housed within the Real Sector Division of the Ministry of Finance (RSD/MoF), the Environmental Protection Authority (EPA) as an Executing Entity (EE), and potential Direct Access Entities (DAEs)—under the African Union's Multi-Country Green Climate Fund (GCF) Readiness Support Programme.

The assessment aims to strengthen Ghana's institutional readiness to access and manage climate finance through the GCF. It identifies capacity gaps, proposes targeted interventions, and outlines a budgeted action plan to enhance technical competencies, operational systems, and strategic alignment with national climate priorities.

Ghana has made significant strides in integrating climate change into national development planning, notably through the National Climate Change Policy (NCCP, 2012). The RSD/MoF plays a central role in coordinating climate finance, particularly GCF-related activities. However, to effectively fulfil its mandate, the Division requires targeted capacity strengthening.

The study identifies critical capacity gaps across institutional, organizational, and individual levels, particularly in areas such as stakeholder engagement, project appraisal, monitoring and evaluation, resource mobilization, and IT infrastructure. A targeted Capacity Development Plan (CDP) has been proposed, with a budget of **USD 172,339**, to be implemented over a one-year period. The plan includes training, technical assistance, procurement of equipment, and stakeholder coordination mechanisms aimed at strengthening the RSD/MoF's ability to fulfil its GCF mandate.

Key Findings:

- National Designated Authority (RSD/MoF):
 - Demonstrates high strategic importance and influence in climate finance coordination.
 - Faces significant gaps in stakeholder engagement, monitoring and evaluation (M&E), knowledge management, and resource mobilisation.
 - Lacks adequate infrastructure and human capacity, with 70% of staff unfamiliar with GCF procedures.
 - Requires revision of its project prioritization tool and enhanced support for Direct Access accreditation processes.
- Executing Entity (EPA):
 - Possesses strong technical capacity and institutional experience in climate project implementation and reporting.
 - Identified need for improved tools and systems for M&E and impact reporting.
 - Has adequate frameworks for environmental and social safeguards, gender inclusion, and stakeholder engagement.
- Potential Direct Access Entities (DAEs):

- Institutions assessed include Development Bank Ghana Ltd., Fidelity Bank Ghana Ltd., and Ghana's Energy Commission.
- All demonstrate foundational strengths in governance, fiduciary standards, and environmental safeguards.
- Varying levels of preparedness for GCF accreditation, with the Energy Commission recommended for immediate support.
- Common gaps include financial sustainability strategies, gender-responsive budgeting, and centralised M&E systems.

Strategic Interventions:

- The proposed capacity development strategy encompasses:
 - **Training:** Targeted workshops on GCF procedures, project development, stakeholder engagement, M&E, and gender mainstreaming.
 - **Tools and Knowledge Sharing:** Development of digital knowledge hubs, data management systems, and collaborative learning platforms.
 - **Technical Assistance:** Expert support for proposal development, accreditation readiness, and institutional strengthening.
- Operational Plan and Budget:
 - A one-year capacity development plan has been formulated with eight core actions for the RSD/MoF and EPA, and six for the DAEs. The total budget allocation is:
 - RSD/MoF and EPA: **USD 162,339**
 - DAEs and EEs (Energy Commission and others): **USD 10,000**

Implementation will be led by consultants and supported by national stakeholders, with activities scheduled between March 2025 and March 2026.

The assessment underscores the critical role of the RSD/MoF and EPA in Ghana's climate finance architecture and the promising potential of DAEs to secure GCF accreditation. Strengthening these institutions through targeted capacity development will enhance Ghana's ability to mobilise climate finance, deliver impactful projects, and advance its climate resilience and low-carbon development agenda. The proposed CDP offers a structured and strategic roadmap to strengthen institutional performance and visibility.

ACRONYMS

| | |
|---------|---|
| AE | Accredited Entity |
| AI | Artificial Intelligence |
| AIP | Continental Africa Water Investment Programme |
| AU | African Union |
| CBO | Community-Based Organization |
| CDP | Capacity Development Plan |
| CFD/MoF | Climate Financing Division of the Ministry of Finance |
| CNA | Capacity Needs Assessment |
| CNs | Concept Notes |
| DAE | Direct Access Entity |
| DBG | Development Bank Ghana |
| EE | Executing Entity |
| EPA | Environmental Protection Authority |
| ESG | Environmental, Social, and Governance |
| ESMS | Environmental and Social Management System |
| ESRA | Environmental and Social Risk Assessment |
| ESS | Environmental and Social Safeguards |
| FAQs | Frequently Asked Questions |
| FPs | Focal Persons |
| GAP | Gender Action Plan |
| GCF | Green Climate Fund |
| GDP | Gross Domestic Product |
| GFIF | Green Finance Investment Facility |
| GHG | Green House Gases |
| GIS | Geographic Information Systems |
| GRMs | Grievance Redress Mechanisms |
| GWP | Global Water Partnership |
| GWPSA | Global Water Partnership Southern Africa |

| | |
|----------------|--|
| IAE | International Accredited Entity |
| IFC | International Finance Corporation |
| IFRS | International Financial Reporting Standards |
| IGF | Internally Generated Funds |
| IPSAS | International Public Sector Accounting Standards |
| IT | Information Technology |
| JIM | Joint Impact Model |
| KYC | Know Your Customer |
| LEDs | Low Emission Development Strategies |
| M&E | Monitoring and Evaluation |
| MDAs | Ministries Department and Agencies |
| MERL | Monitoring, Evaluation, Research, and Learning |
| MMDAs | Metropolitan Municipal and District Assemblies |
| NAMAs | Nationally Appropriate Mitigation Actions |
| NAP | National Adaptation Plan |
| NCCP | National Climate Change Policy |
| NDA | National Designated Authority |
| NDC | Nationally Determined Contribution |
| NDPC | National Development Planning Commission |
| NGO | Non-Governmental Organization |
| NREG | Natural Resource and Environmental Governance |
| PPF | Project Preparation Facility |
| REDD+ | Reducing Emissions from Deforestation and Forest Degradation |
| RIMM | Research Impact Measurement and Management |
| RSD/MoF | Real Sector Division of the Ministry of Finance |
| TAC | Technical Advisory Committee |
| UNDP | United Nations Development Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNU-INRA Ghana | United Nations University Institute for Natural Resources in Africa-Accra, Ghana |

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1 Background

1.1 National Context and Climate Vulnerabilities

Since the mid-1990s, Ghanaian government institutions responsible for key sectors—such as Water, Food and Agriculture, Energy, Lands and Forestry, Environment, and Health—have developed policies, strategies, and plans that incorporate climate change considerations. In 2010, the National Development Planning Commission (NDPC) elevated climate change and disaster risk reduction to cross-cutting themes across all planning cycles for Ministries, Departments and Agencies (MDAs), as well as for decentralised governance structures including Metropolitan, Municipal, and District Assemblies (MMDAs).

Scientific evidence of climate change—manifested through rising temperatures, erratic rainfall patterns, and an increase in extreme events such as floods and droughts—has been substantiated by multiple studies conducted by the Environmental Protection Agency (EPA). These findings informed the development and subsequent approval of the National Climate Change Policy (NCCP) in 2012 by the Government of Ghana. The policy's vision is: *“To ensure a climate-resilient and climate-compatible economy while achieving sustainable development through equitable low-carbon growth for Ghana.”*

The NCCP provides a strategic framework and institutional foundation for climate change interventions. Notably, one of its systemic pillars—governance and coordination—emphasises the importance of integrated and accountable action across sectors. The policy is grounded in guiding principles and outlines both short- and long-term measures at the sectoral level. The core objectives being: Effective Adaptation – enhancing resilience in key sectors; Social Development – protecting vulnerable populations; Mitigation – reducing greenhouse gas emissions. The policy aligns with Ghana's sustainable development goals and aims to build a climate-resilient and climate-compatible economy through equitable low-carbon growth.

It also establishes clear mandates for institutional oversight: the Ministry of Environment, Science, Technology and Innovation (MESTI) is tasked with overall policy leadership, while the Ministry of Finance, through its Climate Financing Division/Real Sector Division of the Ministry of Finance (RSD/MoF), coordinates climate finance. Additionally, the formation of the Natural Resource and Environmental Governance (NREG) Advisory Council, chaired by the Vice President, reflects strong political commitment at the highest levels of government to addressing climate change and its associated impacts.

The NCCP is structured in three phases:

- Policy Framework – outlines the vision, objectives, and strategic direction.
- Action Programme – details initiatives and programmes for implementation.
- Mainstreaming Plan – integrates climate actions into sectoral work plans and budgets.

Seven foundational pillars support the policy:

1. Governance and coordination
2. Capacity-building
3. Science, technology and innovation

4. Finance
5. International cooperation
6. Information, communication and education
7. Monitoring and reporting

The NCCP identifies five key areas with ten programme focus areas:

- Agriculture and Food Security – climate-resilient farming systems.
- Disaster Preparedness and Response – infrastructure and early warning systems.
- Natural Resource Management – carbon sinks and ecosystem resilience.
- Equitable Social Development – health, gender, migration, and social protection.
- Energy, Industrial and Infrastructure Development – low-carbon technologies and emissions reduction.

Finally, the policy promotes: Integration of climate change into national planning and budgeting; multi-stakeholder engagement including government, civil society, private sector, and development partners; use of international mechanisms like REDD+, Nationally Appropriate Mitigation Actions (NAMAs), and climate finance instruments.

REDD+ stands for Reducing Emissions from Deforestation and Forest Degradation, with the “+” referring to the conservation of forest carbon stocks, sustainable management of forests, and enhancement of forest carbon stocks in developing countries.

1.2 Rationale

Ghana’s commitment to climate action, as reflected in its ratification of international frameworks such as the Paris Agreement including the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol, necessitates robust institutional capacity to access and manage climate finance effectively. The Green Climate Fund (GCF) presents a strategic opportunity for Ghana to mobilise resources for climate-resilient development. However, the ability of national institutions to meet GCF requirements and deliver impactful projects is constrained by technical, operational, and systemic gaps.

The **Climate Finance Division of the Ministry of Finance (RSD/MoF)**, serving as the NDA, plays a central role in coordinating climate finance, guiding project proponents, and ensuring alignment with national priorities. Despite its strategic mandate, the NDA faces limitations in stakeholder coordination, monitoring and evaluation, proposal development, and infrastructure—hindering its effectiveness in facilitating GCF processes.

The **Environmental Protection Authority (EPA)**, serving as an EE is the UNFCCC focal point and lead technical institution for climate reporting and adaptation planning, has demonstrated strong capacity in project implementation and stakeholder engagement. Nonetheless, it requires enhanced tools and systems for tracking project performance and reporting outcomes to meet evolving GCF standards.

The **potential DAEs**, including the Energy Commission, Development Bank Ghana Ltd., and Fidelity Bank Ghana Ltd., are critical actors in expanding Ghana’s direct access to climate finance. While these institutions exhibit

foundational strengths in governance, fiduciary standards, and environmental safeguards, they face challenges in areas such as financial sustainability, gender-responsive budgeting, and centralised monitoring systems. The Energy Commission shows promise for GCF accreditation but requires targeted support to bridge remaining gaps.

This assessment and development plan are therefore essential to:

- Equip institutions with the technical and operational capacity to fulfill their climate finance mandates.
- Strengthen Ghana's readiness for GCF engagement and accreditation.
- Enhance coordination, transparency, and impact across climate-related interventions.
- Promote inclusive, gender-responsive, and sustainable climate finance delivery.

2 Strategic Objective

2.1 Overall Objective of Preparing the Capacity Development Plan

To strengthen the institutional and technical capacities of Ghana's climate finance actors—particularly the National Designated Authority (RSD/MoF), Executing Entity (EPA), and potential Direct Access Entities (DAEs)—to effectively coordinate, develop, implement, and report on climate-resilient projects aligned with national priorities and the GCF framework.

2.2 Specific Strategic Objectives

1. **Assess Institutional Capacity Gaps:** Identify and analyse the capacity development needs of the NDA, DAEs, and EEs in relation to their roles in climate finance coordination, project development, and implementation.
2. **Strengthen Project Screening and Prioritisation:** Enhance the NDA's ability to evaluate and prioritise climate-resilient projects for GCF funding, including revision of existing tools and procedures.
3. **Improve Stakeholder Engagement and Coordination:** Build capacity for inclusive, gender-responsive stakeholder mapping, engagement, and coordination across public and private sectors.
4. **Enhance Monitoring, Evaluation, and Learning (MEL):** Equip institutions with tools and skills to track, assess, and report on the performance and impact of GCF-funded activities.
5. **Support GCF Accreditation Processes:** Provide technical support to potential DAEs to meet GCF accreditation standards, including fiduciary, environmental, and gender requirements.
6. **Strengthen Knowledge Management and Communication:** Develop systems for data collection, storage, and dissemination to improve transparency, feedback mechanisms, and institutional learning.
7. **Build Capacity for Resource Mobilisation:** Train staff on climate finance proposal development and international funding mechanisms to increase access to GCF and other climate finance sources.
8. **Develop Human Capital for Climate Finance Delivery:** Enhance the competencies of institutional staff in GCF procedures, project design, and climate finance operations to ensure sustained performance and impact.

3 Methodology

3.1 Overview

The assessment employed a multi-step, participatory methodology designed to ensure relevance, accuracy, and national ownership of the findings and recommendations. The approach combined qualitative and quantitative techniques, capacity needs matrix analysis, structured stakeholder mapping and consultation, and iterative validation processes.

3.2 Multi-dimensional Approach to Capacity Assessment

The capacity needs assessment employed a multi-step approach to gather and analyse relevant data, combining desk research, stakeholder engagement, and structured analytical tools.

1. Desk Review

- A comprehensive literature review was conducted to analyse relevant national policies, strategies, plans, and institutional frameworks. Key documents included:
 - Ghana's National Climate Change Policy (NCCP)
 - Medium-Term Development Planning Guidelines
 - GCF Country Programme
 - RSD/MoF operational manuals and EPA reports

This provided contextual grounding and informed the design of assessment tools.

2. Stakeholder Consultations

- Targeted engagements were held with staff of the RSD/MoF, EPA, and potential DAEs. These consultations:
 - Explored institutional roles and mandates
 - Identified perceived capacity gaps
 - Validated findings from the desk review

Consultations were facilitated by the National Technical Coordinator and supported by the RSD/MoF.

3. Capacity Needs Assessment Matrix

- A structured self-assessment tool was administered to institutions, covering thematic areas such as:
 - Climate strategy alignment
 - Stakeholder coordination
 - Monitoring and evaluation
 - Environmental and social safeguards
 - Gender and social inclusion
 - Financial management and project implementation

Responses were analysed to identify gaps across individual, organizational, and institutional levels.

4. Data Analysis and Synthesis

- Responses from the matrix and consultations were triangulated to:
 - Map capacity gaps
 - Prioritise areas for intervention
 - Develop tailored capacity development actions

Stakeholder power-interest mapping was also conducted to assess influence and engagement levels.

5. Validation and Review

- Draft findings and proposed actions were reviewed by participating institutions to ensure alignment with national priorities and institutional realities. Feedback was incorporated into the final report.

6. Development of Action Plan

- A budgeted capacity development plan was formulated, including:
 - Training modules
 - Technical assistance strategies
 - Knowledge-sharing tools
 - Monitoring and evaluation frameworks

3.3 Stakeholder Analysis and Mapping

3.3.1 Real Sector Division (RSD/MoF) – National Designated Authority (NDA)

Stakeholder Power & Interest: RSD/MoF is identified as a high-power, high-interest stakeholder in climate finance coordination. It plays a central role in project prioritisation, no-objection procedures, and strategic oversight of GCF activities.

Influence Score: Scored **+9** in stakeholder mapping, indicating maximum influence and interest in capacity development for climate finance.

Support Level: Categorised as an active supporter of capacity development initiatives.

Capacity Gaps Identified:

- Limited capacity in stakeholder analysis, monitoring & evaluation, and proposal development.
- Inadequate infrastructure and IT systems for data management.
- 70% of staff lack sufficient understanding of GCF processes.

Recommended Actions:

- Targeted training in GCF procedures, MEL, stakeholder engagement, and resource mobilisation.
- Procurement of IT equipment and development of feedback mechanisms.
- Strengthening the Technical Advisory Committee (TAC) operations.

3.3.2 Environmental Protection Authority (EPA) – Executing Entity (EE)

Stakeholder Power & Interest: EPA holds high power and medium interest in the current readiness initiative. It is Ghana's UNFCCC focal point and leads technical coordination of NDCs and NAPs.

Influence Score: Scored **+6**, indicating strong technical capacity and moderate engagement.

Support Level: Identified as a passive supporter, with potential to become more active depending on engagement level.

Capacity Gaps Identified:

- Need for enhanced tools and systems for monitoring, evaluation, and impact measurement.

Recommended Actions:

- Training in tracking project performance and reporting using appropriate tools.
- Strengthening institutional M&E frameworks to improve transparency and accountability.

3.3.3 Potential Direct Access Entities (DAEs)

Assessed institutions include:

- Development Bank Ghana Ltd
- Fidelity Bank Ghana Ltd
- Ghana's Energy Commission
- Ecobank Ghana Ltd (already accredited)

Key Findings:

- **Governance & Fiduciary Standards:** All institutions have adequate legal mandates, governance structures, and financial management systems.
- **Environmental & Social Safeguards (ESS):** Policies and grievance mechanisms are in place, though implementation varies.
- **Project Management & Implementation:**
 - Energy Commission shows strong capacity and experience.
 - Banks require technical assistance for large-scale project management.
- **Monitoring & Evaluation:**
 - All DAEs lack centralised dashboards and GCF-aligned reporting systems.
 - Gender & Social Inclusion:
 - Policies exist, but gender-responsive budgeting and impact assessment capacity is limited.

Recommended Actions:

- Training in:
 - Project pipeline development
 - Digital knowledge hub creation
 - Feasibility studies and financial analysis
 - GCF-compliant reporting and gender-responsive budgeting
 - Development of tailored accreditation plans, especially for the Energy Commission.

The stakeholder mapping and analysis underscore the strategic importance of the RSD/MoF and EPA in Ghana's climate finance architecture. While foundational capacities exist across institutions, targeted interventions are essential to:

- Strengthen institutional readiness
- Enhance stakeholder coordination
- Unlock climate finance opportunities
- Promote inclusive, country-led climate action

4 Capacity Needs Assessment

4.1 NDA Assessment, Gaps and Recommended Action

The capacity needs assessment of the RSD/MoF was structured around ten thematic categories, each representing a critical area of institutional performance. These categories formed the analytical framework for identifying specific capacity gaps:

- 1) Knowledge of Climate Change National Strategies – Understanding and application of national climate policies, plans, and priorities.
- 2) Stakeholder Analysis, Engagement, and Coordination – Ability to identify, engage, and coordinate with relevant actors across sectors.
- 3) Tracking, Monitoring, and Evaluation – Systems and skills for assessing progress and impact of climate finance initiatives.
- 4) Communication and Knowledge Management – Infrastructure and protocols for data sharing, reporting, and stakeholder communication.
- 5) Environmental, Social, and Governance (ESG) – Integration of ESG considerations into project evaluation and decision-making.
- 6) Support for Direct Access Applications – Technical capacity to assist entities seeking GCF accreditation and no-objection approvals.
- 7) Infrastructure and Equipment Availability – Access to essential tools, IT systems, and physical resources for operational efficiency.
- 8) Decision-Making Processes – Institutional mechanisms and financial support for informed and timely decisions.
- 9) Resource Mobilisation – Capacity to develop proposals and access climate finance from GCF and other sources.
- 10) Human Skills and Competence – Staff expertise, gender balance, and understanding of GCF procedures and operations.

These categories provided a comprehensive lens through which the RSD/MoF's institutional strengths and weaknesses were assessed, forming the basis for targeted capacity development interventions.

The findings are categorised into nine key functional areas as shown in **Table 1**: understanding of GCF processes, project design and formulation, monitoring, control and assessment, and proposal writing and documentation.

Table 1: Summary of Key Findings

| Functional Category | Identified Gap |
|------------------------------------|--|
| Climate Change National Strategies | <ul style="list-style-type: none">Limited capacity to analyse water-related strategies and develop GCF-aligned investments. The existing project prioritisation tool requires revision to remain relevant. |

| Functional Category | Identified Gap |
|---|--|
| Stakeholder Analysis, Engagement & Coordination | <ul style="list-style-type: none"> Insufficient capacity to conduct stakeholder analysis and coordinate effectively within the GCF framework, despite having a multi-stakeholder engagement strategy. |
| Tracking, Monitoring & Evaluation | <ul style="list-style-type: none"> No established system or tools to monitor GCF-funded activities at national and sub-national levels. Limited skills and logistical support hinder effective tracking. |
| Communication & Knowledge Management | <ul style="list-style-type: none"> Absence of IT infrastructure for managing project data. No formal protocols for data collection, sharing, or feedback. Human and financial resource constraints persist. |
| Environmental, Social, and Governance (ESG) Integration | <ul style="list-style-type: none"> ESG considerations are adequately integrated into project evaluation guidelines; however, broader ESG capacity development is limited. |
| Support for Direct Access Applications | <ul style="list-style-type: none"> Basic technical support is available, but broader capacity to assist potential GCF-accredited entities is lacking. |
| Infrastructure & Equipment Availability | <ul style="list-style-type: none"> Limited access to essential IT equipment and infrastructure necessary for effective climate finance operations. |
| Decision-Making Processes | <ul style="list-style-type: none"> The Technical Advisory Committee (TAC) provides guidance, but financial constraints limit its ability to convene regularly and support decision-making processes. |
| Resource Mobilisation | <ul style="list-style-type: none"> Inadequate capacity to develop funding proposals and assist stakeholders in accessing climate finance beyond the GCF. |
| Human Skills and Competencies | <ul style="list-style-type: none"> Approximately 70% of staff lack sufficient understanding of GCF processes. Gender imbalance exists, with 74% female and 26% male staff. |

The capacity gaps identified within RSD/MoF span individual, organizational, and institutional levels. Addressing these gaps requires targeted interventions designed to strengthen technical competencies, streamline operational processes, and enhance institutional effectiveness.

- At the **individual level**, capacity development focuses on equipping staff with the necessary knowledge and skills to perform their roles more effectively. Skilled personnel contribute to improved performance, reduced redundancy, and more efficient service delivery.

- At the **organisational level**, the availability of systems, processes, and resources is essential to support staff performance and institutional growth. This includes ensuring access to appropriate tools, technologies, and infrastructure that enable effective coordination, record-keeping, and knowledge management.
- At the **institutional level**, success depends on strong partnerships, effective networking, and robust mechanisms for resource and information management. Institutions like the RSD/MoF must be equipped with the necessary infrastructure—such as IT systems for archiving and data retrieval—to safeguard institutional memory and support evidence-based decision-making.

The information generated and stored through these systems is critical for the formulation of policies, strategies, and plans. It also serves as a foundation for future technical support and governance improvements, enabling the RSD/MoF to fulfill its mandate as Ghana’s NDA for the GCF.

Table 2 is a refined and logically structured presentation of the 10 capacity gaps, corresponding recommended actions, and clear indicators of progress for the National Designated Authority (NDA) in Ghana.

Table 2: Capacity Gaps and Recommended Action

| Capacity Gap | Recommended Action | Indicator of Progress |
|--|---|--|
| Inadequate capacity to appraise water security and climate-resilient projects. | <ul style="list-style-type: none"> • Train RSD/MoF staff on water security and climate-resilient development guidelines. | <ul style="list-style-type: none"> • Number of staff trained (disaggregated by gender); pre- and post-training evaluations; use of appraisal tool/checklist; evidence of knowledge application. |
| Limited capacity to evaluate the GCF Country Programme. | <ul style="list-style-type: none"> • Support RSD/MoF to review and evaluate the GCF Country Programme, including updating the project prioritisation tool. | <ul style="list-style-type: none"> • Updated prioritisation tool; revised list of priority projects; number of projects aligned with climate-resilient and water security priorities. |
| Limited knowledge of stakeholder analysis. | <ul style="list-style-type: none"> • Conduct training on stakeholder mapping and analysis. | <ul style="list-style-type: none"> • Number of staff trained (gender disaggregated); use of stakeholder analysis tool in project planning. |

| Capacity Gap | Recommended Action | Indicator of Progress |
|--|--|--|
| Lack of monitoring tools for GCF-funded activity implementation. | <ul style="list-style-type: none"> Conduct training on monitoring, evaluation, and learning; include site visits to GCF project locations. | <ul style="list-style-type: none"> Number of staff trained; number of applicants supported; monitoring tools developed or adopted; evidence of MEL application; number and quality of site visit back-to-office reports; number of successful accreditations. |
| Lack of dedicated IT equipment for data management. | <ul style="list-style-type: none"> Procure laptops and accessories for RSD/MoF. | <ul style="list-style-type: none"> Six laptops and accessories delivered and operational; usage logs or reports on data storage and retrieval. |
| Absence of formal feedback mechanisms. | <ul style="list-style-type: none"> Conduct training on knowledge management and reporting, including feedback protocols. | <ul style="list-style-type: none"> Number of staff trained; formalised feedback mechanism in place; number of feedback reports generated and utilised. |
| No protocol for data/information sharing on investment projects. | <ul style="list-style-type: none"> Conduct training on data sharing and develop a protocol for inter-agency collaboration. | <ul style="list-style-type: none"> Developed and adopted data/information sharing protocol (e.g., national platform); number of entities engaged in data exchange. |
| Limited financial resources for TAC meetings and financial constraints affecting TAC operations. | <ul style="list-style-type: none"> Conduct training on GCF readiness project preparation. Provide financial and logistical support for TAC meetings. | <ul style="list-style-type: none"> Number of staff trained; improved readiness proposals; number of TAC meetings held, number of projects appraised and approved; feedback and resource mobilisation plans documented. |

| Capacity Gap | Recommended Action | Indicator of Progress |
|---|---|---|
| Limited capacity to support GCF accreditation applicants. | <ul style="list-style-type: none"> Conduct training on GCF accreditation procedures, policies, and strategies. | <ul style="list-style-type: none"> Number of staff trained; improved support services for applicants. |
| Inadequate capacity to mobilise climate finance and support stakeholders. | <ul style="list-style-type: none"> Conduct training on financial resource mobilisation, proposal development, and access to other funds (e.g., GEF, Adaptation Fund) | <ul style="list-style-type: none"> Number of staff trained; increased number of proposals submitted; number of concept notes submitted; number of funding sources identified and accessed. |

4.2 DAE Assessment, Gaps and Recommended Action

The capacity needs assessment of potential DAEs in Ghana focused on three key dimensions: **primary, secondary, and additional** components. Out of six identified institutions, four responded to the self-assessment exercise. These included:

- Development Bank Ghana (DBG) Ltd (government-owned)
- Fidelity Bank Ghana Ltd (privately-owned)
- Ghana's Energy Commission (state agency)
- Ecobank Ghana Ltd (already accredited by the GCF)

The analysis concentrated on the three potential DAEs, with Ecobank Ghana Ltd included for comparative context.

Primary Capacity Components:

These components represent the foundational requirements for GCF accreditation:

- **Institutional Capacity and Governance:** All assessed institutions possess legal mandates and governance structures, including boards and internal units responsible for climate-related project oversight. Ghana's Energy Commission has received a nomination letter from the NDA (RSD/MoF), while the other institutions are yet to receive theirs. Overall, institutional governance capacity is considered adequate.
- **Fiduciary Standards and Financial Management:** The institutions demonstrate compliance with international financial standards such as IFRS and IPSAS. They maintain procurement, compliance, and audit units, ensuring transparency and accountability. This component is adequately addressed across all DAEs.
- **Environmental and Social Safeguards (ESS):** These mechanisms support stakeholder engagement and grievance redress, indicating sufficient capacity in ESS. Each institution has developed tools and frameworks to manage environmental and social risks:
 - Energy Commission: Social, Environmental Impact and Technology Assessment (SEITA)
 - Development Bank Ghana: Environmental and Social Management System (ESMS)

- Fidelity Bank: Environmental and Social Risk Assessment (ESRA)
- **Project Management and Implementation Capacity:** While all institutions have some level of project management experience, capacities vary:
 - Energy Commission: Demonstrates strong technical expertise and experience in managing climate projects.
 - Fidelity Bank: Has funded large-scale projects but requires technical assistance.
 - Development Bank Ghana: Facilitated an €80 million climate-related facility but lacks experience in multi-stakeholder project implementation.
- **Alignment with GCF Priorities and Country Needs:** All institutions show alignment with national climate goals and GCF priorities:
 - Development Bank Ghana and Fidelity Bank: Use the Green Taxonomy framework.
 - Energy Commission: Participates in the NDA's Technical Advisory Committee and supports renewable energy integration in Ghana's NDCs.

Secondary Capacity Components:

These components support operational readiness and long-term sustainability:

- **Knowledge Management and Capacity Development:** All DAEs promote staff training and maintain partnerships with academic and technical institutions. They have the capacity to establish digital knowledge hubs for storing and sharing lessons learned. This component is adequately addressed.
- **Financial Sustainability and Co-Financing Strategy:** While financial institutions have structured models for co-financing, challenges remain. Targeted training is recommended to strengthen this component:
 - Energy Commission: Relies on internally generated funds (IGF) but lacks a documented sustainability strategy.
 - Fidelity Bank: Indicates limited capacity to conduct feasibility studies for financial sustainability.
- **Risk Management and Compliance:** Institutions have internal policies and frameworks to manage financial and operational risks. However, some rely on ad hoc systems. Strengthening formal risk management systems is necessary to enhance credibility and donor confidence.
- **Monitoring, Evaluation, and Impact Measurement (M&E):** Although M&E frameworks exist, none of the institutions have centralised dashboards for real-time tracking. There is also a lack of training on GCF-specific reporting and data management standards. Capacity building is needed across all DAEs.
- **Gender and Social Inclusion:** While gender policies and desk officers are in place, implementation remains weak. Training and integration of gender-responsive practices are essential for inclusive climate programming:
 - Gender impact assessments and responsive budgeting are not mainstreamed.
 - Tools to measure social benefits are limited.

Additional Capacity Components:

State of Preparedness of Potential DAEs for GCF Accreditation: The assessment of Ghana's potential Direct Access Entities (DAEs) reveals promising prospects for GCF accreditation. Among the three institutions evaluated—Development Bank Ghana Ltd, Fidelity Bank Ghana Ltd, and Ghana's Energy Commission—the Energy Commission stands out as the most prepared, demonstrating strong institutional, technical, and strategic alignment with GCF requirements.

However, despite this relative readiness, all three institutions exhibit varying degrees of capacity gaps that must be addressed to ensure full compliance with GCF accreditation standards.

The summary findings of the capacity assessment of Ghana's potential DAEs for GCF accreditation the two key dimensions:

- Primary Components (**Table 3**): Core institutional and operational capacities required for GCF accreditation across the five primary components.
- Secondary Components (**Table 4**): Supporting systems and practices across five secondary components that support operational readiness and sustainability.

Table 3: Summary of Primary Capacity Components

| Component | Sub-component | Development Bank Ghana Ltd. | Fidelity Bank Ltd. | Energy Commission | Ecobank Ghana Ltd (Accredited) |
|--|--|-----------------------------|--------------------|-------------------|--------------------------------|
| Institutional Capacity & Governance | <ul style="list-style-type: none"> Legal mandate with NDA nomination | ✗ | ✗ | ✓ | ✓ |
| | <ul style="list-style-type: none"> Governance structure (Board) | ✓ | ✓ | ✓ | ✓ |
| Fiduciary Standards & Financial Management | <ul style="list-style-type: none"> Financial management and audit | ✓ (IFRS/IPSAS) | ✓ (IFRS/IPSAS) | ✓ (IFRS/IPSAS) | ✓ (IFRS/IPSAS) |
| | <ul style="list-style-type: none"> Compliance & procurement systems | ✓ | ✓ | ✓ | ✓ |
| Environmental & Social Safeguards (ESS) | <ul style="list-style-type: none"> Risk management policies | ✓ | ✓ | ✓ | ✓ |
| | <ul style="list-style-type: none"> Stakeholder engagement framework | ✓ (ESMS) | ✓ (ESRA) | ✓ (Project unit) | ✓ |

| Component | Sub-component | Development Bank Ghana Ltd. | Fidelity Bank Ltd. | Energy Commission | Ecobank Ghana Ltd (Accredited) |
|--|--|--------------------------------|--------------------------|---------------------|-----------------------------------|
| Project Management & Implementation | <ul style="list-style-type: none"> Community feedback system | ✓ | Partial (draft) | ✓ (ESIA process) | ✓ |
| | <ul style="list-style-type: none"> Project management experience | ✗ | ✓ (partial) | ✓ | ✓ |
| | <ul style="list-style-type: none"> Monitoring, evaluation & impact assessment | ✓ | ✓ (needs capacity) | ✓ (M&E unit) | ✓ |
| | <ul style="list-style-type: none"> Risk management & grievance procedures | ✓ | ✓ (needs capacity) | ✓ (Risk Committee) | ✓ |
| Alignment with GCF & Country Needs | <ul style="list-style-type: none"> Alignment with NDCs & climate goals | ✓ (Green Taxonomy) | ✓ (60+ projects aligned) | ✓ (NDC integration) | ✓ |
| | <ul style="list-style-type: none"> Co-financing & private sector leverage | ✓ | ✓ | ✓ (IGF) | ✓ |

Key Insights:

- All DAEs demonstrate strong fiduciary and governance structures.
- The Energy Commission is the only entity with an NDA nomination letter.
- Project management capacity varies, with Development Bank Ghana Ltd. requiring significant support.
- All institutions show alignment with GCF priorities and national climate goals.

Table 4: Summary of Secondary Capacity Components

| Component | Sub-component | Development Bank Ghana Ltd. | Fidelity Bank Ltd. | Energy Commission | Ecobank Ghana Ltd (Accredited) |
|---|--------------------------|---------------------------------|--------------------|---------------------------|--------------------------------|
| Knowledge Management & Capacity Development | • Digital knowledge hub | ✓ (capacity exists, hub absent) | ✓ (same) | ✓ (same) | ✓ |
| | • Capacity workshops | ✓ | ✓ | ✓ | ✓ |
| | • Strategic partnerships | ✓ (Horus) | ✓ (UNU-INRA Ghana) | ✓ | ✓ |
| Financial Sustainability & Co-financing | • Financing mechanism | ✓ (GFIF) | ✓ (GFIF) | ✗ (limited documentation) | ✓ |
| | • Feasibility studies | ✓ (institutionalised) | ✓ (partial) | ✓ | ✗ |

| Component | Sub-component | Development Bank Ghana Ltd. | Fidelity Bank Ltd. | Energy Commission | Ecobank Ghana Ltd (Accredited) |
|---|-----------------------------------|-----------------------------|--------------------|---------------------|--------------------------------|
| Risk Management & Compliance | • Risk policies | ✓ (pending board adoption) | ✓ (needs training) | ✓ | ✓ |
| | • Real-time risk monitoring | ✗ | ✓ (RIMM/JIM) | ✓ (IT unit) | ✗ |
| | • Internal controls (AML/KYC) | ✓ | ✓ | ✓ | ✓ |
| Monitoring, Evaluation & Impact Measurement | • Centralised tracking system | ✗ | ✓ (partial) | ✗ (M&E unit exists) | ✓ |
| | • Staff training on GCF reporting | ✗ | ✗ | ✗ | ✓ |
| | • Publication of impact reports | ✗ | ✗ | ✗ | ✓ |
| Gender & Social Inclusion | • Gender policy | ✓ | ✓ | ✓ | ✓ |
| | • Gender impact assessment | ✗ | ✗ | ✓ | ✓ |

| Component | Sub-component | Development Bank Ghana Ltd. | Fidelity Bank Ltd. | Energy Commission | Ecobank Ghana Ltd (Accredited) |
|-----------|---|--------------------------------|--------------------|-------------------|-----------------------------------|
| | <ul style="list-style-type: none"> Gender-responsive budgeting | ✗ | ✗ | ✓ (partial) | ✓ |

Horus Development Finance is a specialized consulting firm based in France that has been active in the field of development finance since the early 1990s. It plays a significant role in inclusive finance, particularly in emerging and developing countries, including Ghana.

Key Insights:

- All DAEs have gender policies, but implementation varies.
- Real-time risk monitoring and centralized M&E systems are lacking in most institutions.
- Financial sustainability strategies are more developed in banks than in the Energy Commission.
- Training on GCF reporting and data management is a common gap.

The assessment reveals that while all potential DAEs possess foundational strengths, targeted capacity development is essential to meet GCF accreditation standards. The Energy Commission is the most advanced in readiness, but all entities would benefit from:

- Strengthening project management and M&E systems
- Enhancing gender-responsive planning and budgeting
- Developing digital knowledge hubs and reporting tools
- Building financial sustainability and co-financing strategies

4.3 EE Assessment, Gaps and Recommended Action

The capacity assessment of the EPA reveals that the institution possesses a solid foundation in climate governance and technical expertise, particularly in project development, implementation, and alignment with national and GCF priorities. EPA has demonstrated strong capabilities in developing concept notes, managing climate-related projects, and engaging with international partners and stakeholders.

However, the assessment also identified specific areas requiring enhancement to fully meet the operational demands of the GCF. Notably, EPA needs to strengthen its systems and tools for monitoring, evaluation, and impact measurement, as well as improve its capacity for gender-responsive budgeting and social impact assessment. These gaps, if addressed, will significantly improve EPA's ability to track project performance, report outcomes effectively, and ensure inclusive climate action.

Overall, EPA is well-positioned to play a leading role in Ghana's climate finance landscape. Targeted capacity development interventions—particularly in M&E, digital data management, and gender integration—will further empower the institution to deliver high-impact, transparent, and accountable climate projects aligned with both national priorities and GCF standards.

Based on the assessment of the Environmental Protection Authority (EPA), **Table 5** summarises the identified capacity gaps, the recommended action, and the indicators of progress to enhance EPA's institutional effectiveness under the GCF framework.

Table 5: Capacity Gaps and Recommended Action

| Capacity Gap | Recommended Action | Indicator of Progress |
|--|---|--|
| Limited tools and systems for tracking project performance and reporting outcomes. | <ul style="list-style-type: none"> • Conduct training in Monitoring, Evaluation, and Impact Measurement (M&E), including use of appropriate tools. | <ul style="list-style-type: none"> • Number of staff trained (gender disaggregated); number of trained staff applying M&E tools; improved institutional capacity for M&E and reporting; number of |

| Capacity Gap | Recommended Action | Indicator of Progress |
|---|---|--|
| | | reports generated and submitted to NDA/GCF. |
| Need for enhanced capacity to continuously deliver on GCF M&E requirements. | <ul style="list-style-type: none"> Develop and implement a tailored M&E framework aligned with GCF standards. | <ul style="list-style-type: none"> Existence of GCF-aligned M&E framework; number of projects tracked using the framework; frequency and quality of reporting. |
| Limited integration of gender-responsive budgeting and impact assessment. | <ul style="list-style-type: none"> Conduct training on gender-responsive budgeting and social impact assessment. | <ul style="list-style-type: none"> Number of staff trained; number of projects incorporating gender-disaggregated data; gender impact assessments conducted and documented. |
| Lack of centralised digital tools for data management and reporting. | <ul style="list-style-type: none"> Establish a digital knowledge hub for climate project data and reporting. | <ul style="list-style-type: none"> Operational digital hub developed; number of users accessing and updating the hub; frequency of data uploads and report generation. |
| Limited capacity to scale stakeholder engagement for project development. | <ul style="list-style-type: none"> Strengthen stakeholder engagement strategy and train staff on inclusive consultation methods. | <ul style="list-style-type: none"> Updated stakeholder engagement strategy; number of stakeholder consultations held; feedback mechanisms established and utilised. |

5 Capacity Development Strategy

The capacity of the **RSD/MoF and EPA** is reflected in its actions and inactions and has consequences and implications for the institution and the stakeholders. The institutions acknowledge that a technically skilled and capacitated staff has the propensity to turn around its operations and the coordination role of GCF activities. Beefing up the technical expertise of RSD/MoF and EPA in climate, financing, project preparation and management, and tracking project implementation progress can be achieved in many ways.

Capacity development strengthens organizational processes, promotes long-term sustainability, and builds resilience over time. The options include:

- providing targeted training to staff;
- making available to staff relevant tools and improving their knowledge and capacity;
- providing technical assistance to the RSD/MoF stakeholders, among others.

A capacity development strategy is needed for strengthening the ability of potential **DAEs** to meet the fiduciary, technical, and gender inclusion standards required by GCF. This strategy focuses on prioritising knowledge transfer, improving systems for operational readiness.

Furthermore, strengthening strategic partnerships with the Climate Financing Division under the Ministry of Finance (NDA) and other technical experts, will support continuous learning and propel potential DAEs to their desired futures. By embedding capacity development within their respective institutional framework and aligning same with national climate priorities, DAEs can evolve into highly functional, compliant entities capable of designing and delivering impactful, country-led climate projects.

5.1 Trainings

Training is the process of learning skills, enhancing knowledge and competencies to improve performance. Training affords beneficiaries new opportunities and applying newly acquired skills to problem-solving. Training provides a technical orientation targeted at the identified needs of the **RSD/MoF** and **EPA**.

Training delivery approaches include workshops and seminars, e-learning, on-the-job training, and mentorship. Assessing the learner's skills through post-training evaluation helps to ascertain the newly acquired competencies against the baseline. Furthermore, post-training evaluation provides a way to appreciate the relevance of the training and build on it to improve future sessions. Another level of the post-training assessment allows for contributions to the long-term improvements in organizational performance, and sustainability of the outcomes. However, the limitations to training include insufficient funding, context-specific materials for effective delivery, demotivated learners, and the unsustainability of the impact. These risks should be minimised to ensure fruitful and participatory engagements and sustain the skillset to guarantee the impacts.

Training forms a fundamental and foundational aspect of strengthening the readiness of DAEs to access and manage climate finance. Focused training programmes empower DAEs with the technical knowledge and the hands-on skill towards advancing the pursuit of GCF accreditation and sustainability.

Key areas for training are the sub-components worth addressing including project pipeline development and knowledge exchange, digital hub development for information/data storage and retrieval, feasibility studies of project sustainability, GCF reporting procedure, data management and gender-responsive budgeting. A blend of in-person workshops, structured in modules, to be delivered by thematic experts provide a means of knowledge transfer, enrich the learning process and insights. Through this effort, the potential DAE will be capacitated to prepare high-quality project proposals, fostering accountability, impact-based monitoring and reporting in climate finance delivery.

5.2 Tools and Knowledge Sharing

Capacity development using tools and knowledge sharing includes information, skills, and experience exchange. “Capacity development underscores knowledge transfer as a viable mechanism for enhancing technical competencies. Knowledge-sharing tools are practical resources and technologies that facilitate information dissemination and communication of best practices and benchmarks across different actors, including individuals, organisations, and groups.

The use of tools and knowledge sharing includes collaborative learning that encourages the exchange of experiences and lessons learned, site visits, workshops and seminars, and access to a community of practice with an established network support system and learning opportunities that facilitate capacity development. The limited access to relevant tools and online resources obstruct capacity development, for which open-source solutions are necessary. This will enhance the growth of the NDA, DAEs and EEs in technical knowledge and capacity, harnessing open-source digital resources and shared networks to fit for purpose as country-driven agents for climate action.

It is worth noting the challenges associated with knowledge sharing, including the (i) fact that knowledge resides with individuals and is therefore confined until the intentional effort is made for cross-sharing and collaboration, and (ii) limited access to relevant tools obstructs capacity development for which open-source solutions and collaborative platforms are necessary. Evaluating the learner’s use of shared tools and knowledge platforms helps ascertain their usability and informs the necessary adjustments towards continuous improvement.

5.3 Technical Assistance

Capacity development through technical assistance employs expert knowledge and material resources to address specific gaps at an organisational level and implement new systems. Technical assistance may involve internal or international experts or consultants. Often, the main aim of technical assistance is to provide solutions to improve technical competencies, operations, and processes of organisations.

The importance of offering technical assistance is reflected in:

- bringing on board specialised knowledge and skills that may not be available in the RSD/MoF,
- providing support for implementation using tools and methodologies to translate knowledge into practice.

Technical assistance can be undertaken through:

- in-situ support
- remote support
- mentorship and coaching
- on-the-job learning by doing
- peer-to-peer learning
- tailored workshops and training programmes.

However, there are challenges in providing technical assistance, including:

- cost of hiring and resource constraints
- lack of ownership and sustainability of the system established
- limited capacity of the learner to adapt to change.

These, among others, could impact the delivery of technical assistance. It stands to reason that while the traditional means of developing capacities for improved performance may be short-lived, a lot more rests on the trainee and the institution to work with the available information to boost the staff professional growth and organisational performance.

6 Capacity Development Plan

6.1 Capacity Development Plan for the NDA and EE

Table 6 outlines a structured capacity development plan for the NDA and EE to enhance its effectiveness in coordinating and managing GCF activities. The plan includes targeted actions, implementation strategies, responsible parties, timelines, and estimated budgets. Budgeted Capacity Development Plan for the Real Sector Division (RSD)/Ministry of Finance (MoF) and the Environmental Protection Authority (EPA).

Capacity Development Plan Overview

- Duration:
 - Spans at least 1 year
 - Main training workshops scheduled for September and October 2025
- Target Institutions:
 - Real Sector Division (RSD) of the Ministry of Finance
 - Environmental Protection Authority (EPA)

Key Components

- Number of Actions:
 - 8 capacity development actions identified
- Strategies & Indicators:
- Each action includes:
 - Suggested implementation strategies
 - Defined progress indicators
 - Monitoring, evaluation, and impact measurement mechanisms
- Training Workshops:
 - Three-day workshops for most actions
 - One field visit to GCF project sites (6 additional days)
 - Field visit limited to 8 participants
- Implementation Support:
 - Engagement of resource persons or consultants to deliver the plan

6.2 Capacity Development Plan for the DAEs

Table 7 outlines operational capacity development plan for Direct Access Entities (DAEs), to strengthen institutional capacity for GCF accreditation and effective project implementation through structured, budgeted interventions. This will ensure:

- **Institutional Integration:** DAEs are encouraged to embed capacity development into their annual planning and performance review processes.
- **Monitoring & Evaluation:** Strengthening M&E frameworks is essential to track progress and enhance readiness for GCF accreditation.
- **Delivery Base:** The recommended institution will host the 2-day workshop, ensuring accessibility for all (potential) DAEs.
- **Continuous Learning:** The plan promotes ongoing learning and institutionalisation of best practices.

Table 6: Operational Capacity Development Plan for RSD/MoF and EPA

| Development Action | Strategy/Approach | Responsible | Timeline | Budget (US\$) |
|--|--|--|--|--|
| 1. Evaluation of the GCF Country Programme, including review of the project prioritisation tool. | <ul style="list-style-type: none"> Analytical Study | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> March 2025– March 2026 | <ul style="list-style-type: none"> 70,000 |
| 2. Stakeholder mapping and analysis training for RSD/MoF. | <ul style="list-style-type: none"> Capacity Building Workshop. | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> October 2025 | <ul style="list-style-type: none"> 31,650 |
| 3. Training on Monitoring, Evaluation, and Learning (MEL), including field visits to GCF implementation sites in Northern Ghana. | <ul style="list-style-type: none"> Knowledge Sharing & Field Exposure | <ul style="list-style-type: none"> Consultant / NDA / EPA Staff | <ul style="list-style-type: none"> October 2025 | <ul style="list-style-type: none"> Linked to Action 6 |
| 4. Procurement of six (6) laptops and accessories for data management at RSD/MoF. | <ul style="list-style-type: none"> Equipment Procurement | <ul style="list-style-type: none"> - | <ul style="list-style-type: none"> March 2026 | <ul style="list-style-type: none"> 9,000 |
| 5. Training on Knowledge Management and Data Analysis, including feedback and reporting mechanisms. | <ul style="list-style-type: none"> Knowledge Sharing & Tools Deployment | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> March 2026 | <ul style="list-style-type: none"> 31,689 |
| 6. Training on GCF Project Proposal Development, Appraisal, and Management, including other funding mechanisms (Adaptation Fund, GEF, etc.). | <ul style="list-style-type: none"> Technical Assistance & Knowledge Sharing | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> October 2025 | <ul style="list-style-type: none"> 10,000 |

| Development Action | Strategy/Approach | Responsible | Timeline | Budget (US\$) |
|--|---|--|--|--|
| 7. Training on GCF Accreditation Procedures (policies, strategies, etc.) for RSD/MoF and DAEs. | <ul style="list-style-type: none"> Capacity Building & Knowledge Sharing | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> September 2025 | <ul style="list-style-type: none"> 10,000 |
| 8. Training on Financial Resource Mobilisation (international negotiations, Paris Agreement, Sendai Framework, etc.) | <ul style="list-style-type: none"> Technical Assistance & Training | <ul style="list-style-type: none"> Consultant | <ul style="list-style-type: none"> November 2025 | <ul style="list-style-type: none"> Linked to Action 6 |
| Total Estimated Budget | | | | <ul style="list-style-type: none"> 162,339 |

Table 7: Operational Capacity Development Plan for Direct Access Entities (DAEs)

| Development Action | Strategy/Approach | Responsible | Timeline | Budget (US\$) |
|---|---|---|--|---------------|
| <ul style="list-style-type: none"> Training on project pipeline development and knowledge exchange. | <ul style="list-style-type: none"> Structured training sessions | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |
| <ul style="list-style-type: none"> Training in digital hub development for GCF-supported projects. | <ul style="list-style-type: none"> Training, tools deployment, and knowledge sharing | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |
| <ul style="list-style-type: none"> Capacity building for project feasibility studies and financial analysis. | <ul style="list-style-type: none"> Tools deployment and knowledge sharing | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |

| Development Action | Strategy/Approach | Responsible | Timeline | Budget (US\$) |
|---|--|---|--|--|
| <ul style="list-style-type: none"> Capacity building on climate finance investment strategy development. | <ul style="list-style-type: none"> Tools deployment and knowledge sharing | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |
| <ul style="list-style-type: none"> Training on GCF-compliant reporting and data management standards. | <ul style="list-style-type: none"> Training and tools deployment | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |
| <ul style="list-style-type: none"> Training on gender-responsive budgeting and impact assessment. | <ul style="list-style-type: none"> Tools deployment and knowledge sharing | <ul style="list-style-type: none"> External Consultant | <ul style="list-style-type: none"> September 2025 | |
| Total Estimated Budget | | | | <ul style="list-style-type: none"> 10,000 |

6.3 Logical Framework and Monitoring, Evaluation, and Learning Plan

The Logical Framework and Monitoring, Evaluation, and Learning (MEL) Plan for the Real Sector Division (RSD) of the Ministry of Finance (MoF) outlines a strategic approach to strengthening institutional capacity for climate finance readiness under the Green Climate Fund (GCF) multi-country readiness programme in Ghana.

Purpose and Scope:

This framework was developed following a comprehensive capacity needs assessment of the RSD/MoF and its key stakeholders, including the Environmental Protection Agency (EPA) and potential Direct Access Entities (DAEs). The plan aims to enhance institutional effectiveness, technical competencies, stakeholder coordination, and readiness for GCF engagement.

Logical Framework Overview:

The framework is structured around eight key result areas:

1. **Climate Change National Strategies** – Training on climate-resilient and water security project development.
2. **Stakeholder Engagement and Coordination** – Capacity building for stakeholder mapping and inclusive engagement.
3. **Monitoring, Evaluation, and Learning (MEL)** – Training on MEL tools and exposure to GCF implementation practices.
4. **Communication and Knowledge Management** – Enhancing data analysis, feedback mechanisms, and reporting.
5. **Direct Access Entities** – Support for GCF accreditation and climate finance preparedness.
6. **Decision-Making** – Strengthening Technical Advisory Committee (TAC) processes and project appraisal.
7. **Resource Mobilisation** – Training on international climate finance negotiation and proposal development.
8. **Human Skills and Competencies** – Building capacity for proposal development and fund management.

Each result area is linked to specific indicators, activities, outputs, outcomes, and long-term impacts, ensuring a coherent and measurable approach to capacity development.

Monitoring, Evaluation, and Learning (MEL) Plan:

The MEL framework provides a structured mechanism to track progress, assess effectiveness, and promote learning. It includes:

- Key indicators across all result areas with defined baselines and targets.
- Data collection methods such as surveys, interviews, document reviews, and observations.
- Roles and responsibilities assigned to RSD/MoF, M&E specialists, gender officers, EPA, and TAC.
- Reporting mechanisms including quarterly progress reports, mid-term reviews, final evaluations, and knowledge dissemination.

Risk Management:

Two primary risks were identified:

- Low stakeholder participation, mitigated through incentives and interactive sessions.
- Poor data quality or timeliness, addressed by standardising tools and training M&E personnel.

This framework provides a robust foundation for enhancing Ghana’s institutional readiness for climate finance. By aligning capacity development with national priorities and GCF requirements, the RSD/MoF and its partners are positioned to deliver impactful, inclusive, and sustainable climate actions.

7 Conclusion

The stakeholder mapping and capacity needs assessment conducted by the Global Water Partnership Southern Africa, under the AU multi-country GCF readiness programme, has identified critical institutional gaps and strategic opportunities for Ghana’s climate finance architecture—specifically the Real Sector Division of the Ministry of Finance (RSD/MoF), the Environmental Protection Agency (EPA), and potential Direct Access Entities (DAEs).

The RSD/MoF holds a central role in climate-resilient project financing and coordination under the GCF framework. However, it faces challenges including limited technical capacity, inadequate logistics, and constrained resource mobilisation. The EPA, as a key executing entity, seeks to strengthen its capacity for project tracking and outcome reporting. Addressing these gaps is essential to enhance their effectiveness and influence within the GCF ecosystem.

For DAEs, the assessment revealed foundational strengths but also significant limitations in financial sustainability, risk management, gender-responsive planning, and GCF-compliant reporting. These gaps hinder their readiness for accreditation and effective engagement with climate finance mechanisms.

To address these needs, a structured capacity development plan has been formulated, combining targeted training, technical assistance, and knowledge sharing. The plan includes a nearly one-year implementation timeline and a total budget of approximately **USD 172,339**, with USD 162,339 allocated for institutional strengthening of RSD/MoF and EPA, and USD 10,000 for DAE capacity enhancement.

This strategic investment in institutional capacity is expected to:

- Improve coordination and oversight of GCF-funded activities,
- Enhance country ownership and accountability,
- Support accreditation and project implementation readiness,
- Promote inclusive and locally led climate action.

By embedding capacity development into institutional processes and leveraging peer learning platforms, Ghana is well-positioned to scale its climate finance readiness and deliver impactful, transformative solutions.