

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

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Accelerating mobilisation of finance for climate resilient  
water investments in Africa



COUNTRY CAPACITY ASSESSMENT REPORT AND  
CAPACITY DEVELOPMENT PLAN

REPUBLIC OF GUINEA

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

# Executive Summary

The Republic of Guinea has made significant progress in establishing institutional frameworks to address climate change, including the adoption of the National Adaptation Programme of Action (PANA), the National Biodiversity Strategy, and the National Strategy for Sustainable Development. Despite these efforts, Guinea faces persistent challenges in accessing climate finance, particularly from the Green Climate Fund (GCF), due to limited technical capacity, weak institutional coordination, and the absence of a nationally accredited Direct Access Entity (DAE).

This report presents a comprehensive Capacity Needs Assessment (CNA) and a strategic Capacity Development Plan (CDP) aimed at strengthening Guinea's climate finance architecture. The assessment focuses on the National Designated Authority (NDA), Direct Access Entities (DAEs), and Executing Entities (EEs), with a particular emphasis on water resilience and gender-responsive programming.

## Key Findings

- **NDA (AND-FVC):** While the NDA has a formal structure comprising a Steering Committee (SC), Technical Committee (TC), and Executive Secretariat (ES), it lacks strategic planning tools, operational protocols, and adequate staffing. Coordination gaps and limited understanding of GCF procedures hinder its effectiveness.
- **DAEs (ANAFIC and Access Bank):** Both entities show potential for GCF accreditation but require improvements in governance systems, risk management, stakeholder engagement, gender integration, and environmental and social safeguards.
- **EEs (NDH and DPNCC):** These entities possess foundational strengths in climate finance awareness and stakeholder engagement but lack robust risk management frameworks, monitoring and evaluation systems, and coordination mechanisms with Accredited Entities.

## Strategic Objectives

The CDP aims to:

- Enhance institutional capacity to mobilize and manage climate finance.
- Integrate gender and environmental safeguards into project design.
- Support accreditation of national entities to access GCF funding.
- Improve coordination among stakeholders and strengthen project implementation systems.

## Methodology

The CNA employed a mixed-methods approach, including desk reviews, structured interviews, participatory office visits, and a nationwide survey using KoboCollect. This ensured inclusive, evidence-based analysis aligned with Guinea's climate resilience goals.

## Capacity Development Strategy

The strategy is structured around four pillars:

- **Training:** Modular workshops on GCF project preparation, fiduciary standards, climate risk analysis, gender-responsive budgeting, and stakeholder engagement.
- **Tools & Knowledge Sharing:** Development of SOPs, project templates, digital knowledge hubs, and internal communication protocols.
- **Technical Assistance:** Expert support in accreditation, project design, risk management, and monitoring systems.
- **Complementary Interventions:** Governance strengthening, inter-ministerial coordination, and logistical support.

## Implementation Plan

Detailed capacity development actions are outlined for the NDA and EEs, including training sessions, workshops, and strategic partnerships. These interventions are designed to build institutional resilience, improve project quality, and enhance Guinea's ability to access and utilize climate finance effectively

# ACRONYMS

AE	Accredited Entity
AIP	Continental Africa Water Investment Programme
ANAFIC	Agence Nationale de Financement des Collectivités Locales
AU	African Union
CBO	Community-Based Organisation
CDN	Contribution Déterminée au niveau National
CNA	Capacity Needs Assessment
CNs	Concept Notes
CSO	Civil Society Organisation
CT	Technical Committee
DAE	Direct Access Entity
DPNCC	Direction Nationale des Pollutions, Nuisances et Changements Climatiques
EE	Executing Entity
ESG	Environmental, Social, and Governance
ESMS	Environmental and Social Management System
ESS	Environmental and Social Safeguards
FAQs	Frequently Asked Questions
FPs	Focal Persons
GCF	Green Climate Fund
GHG	Green House Gases
GRMs	Grievance Redress Mechanisms
GWP	Global Water Partnership
GWPSA	Global Water Partnership Southern Africa
IAE	International Accredited Entity
IPSAS	International Public Sector Accounting Standards
KYC	Know Your Customer
LEDS	Low Emission Development Strategies
M&E	Monitoring and Evaluation
MEDD	Ministère de l'Environnement et du Développement Durable

MERL	Monitoring, Evaluation, Research, and Learning
NAP	National Adaptation Plan
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NDH	National Directorate for Hydraulics
NGO	Non-Governmental Organisation
PAN	Plan National d'Adaptation
PANA	Plan d'Action National d'Adaptation
PPF	Project Preparation Facility
RBM	Result Based Management
SC	Steering Committee
SE	Executive Secretariat
SOPs	Standard Operating Procedures
UNFCCC	United Nations Framework Convention on Climate Change

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# 1 Background

## 1.1 National Context and Climate Vulnerabilities

The Republic of Guinea has made notable strides in establishing institutional frameworks to address the impacts of climate change. Key national policies have been adopted, including the National Strategy on Climate Change, the National Adaptation Programme of Action - The Plan d’Action National d’Adaptation (**PANA**) is Guinea’s National Adaptation Programme of Action under the UNFCCC framework, aimed at addressing the most pressing and immediate impacts of climate change on vulnerable sectors and populations, - the National Biodiversity Strategy, and the National Strategy for Sustainable Development. These frameworks aim to enhance resilience and reduce greenhouse gas emissions across critical sectors such as agriculture, water resources, forestry, and coastal zone management.

Despite these efforts, Guinea faces significant challenges in accessing climate finance, particularly from sources like the Green Climate Fund (GCF). A major barrier is the limited technical capacity to design and develop projects that align with donor requirements. This underscores the urgent need to build the competencies of national stakeholders and provide practical tools—such as targeted training on GCF policies and procedures—to meet eligibility criteria and improve project quality.

Additionally, the absence of a nationally accredited direct access entity to the GCF, coupled with minimal involvement of local actors in project development, limits the effectiveness and sustainability of submitted proposals. These issues are further exacerbated by weak local governance, especially in climate data collection and the identification of community-specific needs.

Nonetheless, with focused interventions, Guinea has the potential to strengthen its institutional capacity and respond more effectively to climate challenges.

A critical priority is the assessment and enhancement of the operational capacity of Guinea’s National Designated Authority (NDA) for the GCF. The NDA plays a central role in coordinating and approving national climate projects for GCF funding. It comprises a Steering Committee, a Technical Committee, and an Executive Secretariat, all formally established through ministerial decrees. While the institutional structure exists, the NDA requires additional support to fulfill its mandate effectively. Strengthening this entity is essential for enabling impactful climate action and ensuring Guinea’s access to international climate finance.

## 1.2 Rationale

Like many West African nations, Guinea has endured decades of climate-related disruptions, including recurrent flooding, water scarcity, and ecosystem degradation. These environmental challenges are exacerbated by human activities such as unsustainable agricultural practices, deforestation, and mining, which threaten the livelihoods of vulnerable populations. Rural communities, smallholder farmers, fishers, and others reliant on natural resources are particularly at risk.

To address these challenges, Guinea established its NDA for GCF. The NDA serves as a strategic platform to facilitate access to climate finance and guide the allocation of funding across key sectors. However, despite this institutional advancement, several persistent barriers remain:

Limited institutional, technical, and human capacity within the NDA and among stakeholders involved in climate finance.

- Low mobilisation of international climate finance, especially for water resilience and adaptation projects.
- Weak integration of gender and environmental policies into climate-related programming.
- Coordination gaps among national institutions, including the **AND-FVC**- (Autorité Nationale Désignée du Fonds Vert pour le Climat, is Guinea's official NDA for the GCF. It is an advisory body under the Ministry of Environment and Sustainable Development, acting as the central liaison between Guinea's government and the GCF Secretariat. It serves as Guinea's primary point of contact to the GCF Board, **ANAFIC** - Agence Nationale de Financement des Collectivités Locales. It operates under dual technical and financial oversight by: The Ministry of Administration and Decentralisation, and The Ministry of Budget and Finance- , and sectoral ministries.
- Insufficient capacity for project design, fiduciary management, and implementation.

These challenges underscore the need for a Capacity Development Plan aimed at strengthening the NDA's operational effectiveness. The plan will focus on:

- Enhancing staff competencies through targeted training.
- Improving project management systems and fiduciary standards.
- Fostering institutional coordination and stakeholder engagement.

By building the NDA's capacity, Guinea will be better positioned to identify national priorities, implement impactful climate projects, and ensure the efficient use of climate finance. This effort is essential to support vulnerable communities, bolster national resilience, and advance meaningful progress in the fight against climate change.

## 2 Strategic Objective

### 2.1 Overall Objective of Preparing the Capacity Development Plan

The primary objective of the Capacity Development Plan (CDP) is to strengthen Guinea's institutional capabilities and operational readiness to effectively mobilise climate finance—particularly for advancing water resilience. The Plan also aims to ensure the systematic integration of gender considerations and environmental safeguards into climate-related programs and projects.

This initiative serves as a strategic enabler for empowering national institutions, including the NDA, its technical committees, and potential Direct Access Entities (DAEs), to meet the rigorous standards set by international climate finance mechanisms such as the GCF. By enhancing technical capacity, improving coordination, and aligning with global best practices, the Plan will position Guinea to access and utilise climate finance more effectively in support of sustainable development and climate resilience.

## 2.2 Specific Strategic Objectives

The CDP will undertake a comprehensive assessment of the current capacity of Guinea's NDA—including its Steering Committee, Executive Secretariat, and other relevant stakeholders—specifically in relation to climate finance mobilisation, with a particular emphasis on water resilience.

In addition, the Plan will evaluate the institutional, technical, and human capacity to effectively mainstream gender equality and environmental safeguards into the design and implementation of climate-related projects.

Following the completion of this capacity assessment, a tailored capacity-building programme will be developed and implemented. This programme will aim to enhance stakeholder knowledge and skills in accessing climate finance and preparing projects that align with the GCF requirements.

The Plan will also identify and assess potential accreditation applicants to be nominated by the NDA as Direct Access Entities (DAEs). Based on the findings of an accreditation gap assessment, customised capacity development support will be provided to these entities. One of the key deliverables of this process will be an Accreditation Action Plan for each nominated entity, outlining the necessary steps and timeline toward achieving accreditation.

This strategic effort will significantly strengthen Guinea's national capacity to access, manage, and implement climate finance—particularly for climate adaptation and water resilience—while ensuring inclusive and sustainable development outcomes.

## 3 Methodology

### 3.1 Overview

The Capacity Needs Assessment (CNA) employed a mixed-methods approach to gather both qualitative and quantitative data. The process began with a comprehensive desk review of national policies, strategic frameworks, and previous assessments related to climate finance and the water resilience sector. This review enabled the team to map the existing policy landscape, clarify institutional mandates, and document previously identified challenges in mobilizing climate finance.

Following the desk review, structured interviews and surveys were conducted with key institutional representatives, including those from AND-FVC, the Steering Committee (SC), the Technical Committee (TC), and ANAFIC. These interviews provided valuable insights into institutional capacities, coordination mechanisms, and operational bottlenecks.

Additionally, participatory office visits were carried out, allowing stakeholders to openly discuss institutional strengths and weaknesses, and to identify specific capacity gaps and opportunities for improvement.

To broaden stakeholder engagement and ensure national representation, a country-wide survey was conducted using the KoboCollect platform. This enabled the collection of standardised, georeferenced data from a diverse range of stakeholders across Guinea.

KoboCollect is a free, open-source Android application used for mobile data collection, particularly in humanitarian, development, and research settings. It is part of the KoBoToolbox suite, which enables users to design, deploy, and manage surveys and forms for field data collection.

The survey data was systematically analysed and used to validate qualitative findings, ensuring triangulation and robustness of results. Overall, the assessment methodology was evidence-based, inclusive, and aligned with Guinea's climate finance and resilience-building agenda, providing a solid foundation for the development of a targeted CDP.

## 3.2 Stakeholder Analysis

### 3.2.1 Stakeholder Mapping

Guinea's climate finance architecture is anchored in the institutional framework of the NDA, officially known as **AND-FVC**, which serves as the country's formal interface with the GCF. The NDA was established through Ministerial Decree No. A/2023/3251/MEDD/CAB/SGG, issued on 12 July 2023 by the Minister of Environment and Sustainable Development (**MEDD** - Ministère de l'Environnement et du Développement Durable). This decree defines the NDA's roles, organisational structure, and operational procedures, aligning its governance framework with international climate finance standards under the Transitional Charter and national legislation ratifying the UNFCCC and Kyoto Protocol.

The NDA comprises three core bodies:

- **Steering Committee (SC)**
  - The SC functions as a consultative body to the Ministry of Environment and Sustainable Development, providing strategic guidance on the mobilisation and allocation of climate finance for adaptation and mitigation projects. It includes senior officials from key ministries—environment, transport, fisheries, mines, public investments, agriculture, urban planning, water resources, and local development—ensuring strong cross-sectoral representation. Members bring advanced academic qualifications (including several PhDs) and practical expertise in strategic planning, climate mainstreaming, project analysis, and impact assessment. Although relatively new and with limited meeting frequency, the SC holds significant potential to shape national climate finance programming.
- **Technical Committee (TC)**
  - The CT is responsible for evaluating project proposals submitted by Accredited Entities (AEs), ensuring alignment with national policies and strategies. It provides recommendations on no-objection letters for funding proposals submitted to the NDA, playing a critical role in maintaining project integrity and national ownership.
- **Executive Secretariat (ES)**

- The SE currently consists of two technical staff members with strong backgrounds in environmental management. It facilitates the NDA's day-to-day operations and serves as a liaison between national institutions and international climate finance actors. Despite its limited staffing, the SE plays a pivotal role in coordinating activities and supporting the NDA's strategic functions.

Together, the SC and SE act as key conduits between Guinea and the GCF Board, advancing project pipelines and ensuring that climate finance is directed toward national priorities. Their work is supported by the technical expertise of the CT, which ensures that interventions are country-owned, policy-aligned, and contribute to Guinea's resilient and low-carbon development pathway.

## 4 Capacity Needs Assessment

### 4.1 NDA Assessment, Gaps and Recommended Action

The assessment of Guinea's NDA—particularly its Steering Committee (SC) and Executive Secretariat (ES)—revealed several structural and operational challenges that hinder the effective mobilisation of climate finance and the implementation of climate projects, especially in the water resilience sector. These gaps are not signs of failure but rather opportunities to strengthen systems, build capacity, and enhance institutional readiness to implement, monitor, and report on climate action.

- **Steering Committee (SC)**
  - On paper, the SC is composed of a technically skilled, multisectoral team with expertise in environmental management, agriculture, urban planning, and other relevant domains. However, the lack of internal organisation and strategic planning tools has led to inefficiencies. Despite having Terms of Reference (ToR) developed under the readiness program implemented by ANAFIC, the SC lacks a formal action plan, vision, and strategy to guide its operations.
  - Since its establishment, the SC has convened only one formal meeting, leaving members uncertain about their roles and priorities. This lack of direction limits their ability to engage strategically with decision-makers and external partners, undermining the NDA's mandate to mobilise climate finance. Furthermore, gaps in knowledge regarding the implementation of national climate policies—such as the **PAN** (Plan National d'Adaptation), PANA, and **CDN** (Contribution Déterminée au niveau National, or Nationally Determined Contribution (NDC) under the Paris Agreement)—and limited understanding of GCF procedures further constrain their effectiveness.
- **Executive Secretariat (ES)**
  - The SE, currently staffed by only two technical personnel, is significantly under-resourced. It lacks essential operational tools, including a strategic plan, a communication strategy, and a resource mobilisation framework. Internal coordination is weak, and there is no clear workflow to support the SC effectively. Language barriers further complicate the SE's ability to understand and apply GCF procedures and policies.
  - The SE also operates without a dedicated budget, severely limiting its capacity to carry out its functions. There are no communication protocols, no operational action plan, and the alternate staff member lacks a defined ToR. These gaps hinder the SE's ability to function as a cohesive unit and to serve as the backbone of the NDA.

- **Technical Committee (TC)**
  - While the SC benefits from experienced staff drawn from various line ministries, it faces significant capacity gaps in relation to the GCF. These include:
    - Uneven institutional understanding of GCF procedures.
    - Limited technical skills in project design, preparation, and monitoring.
    - Weak internal coordination mechanisms.
    - Insufficient use of modern tools for climate project management and reporting.
  - These shortcomings reduce the overall efficiency of the Technical Committee (TC) and limit its ability to support national project submissions to the GCF.
  - Additionally, the TC lacks key operational tools such as a no-objection procedure and a prioritisation matrix, which are essential for performing its functions professionally and transparently.

**Table 1** represents Key Findings from the Survey with AND-FVC Members.

**Table 1:** Key Findings from the Survey with AND-FVC Members

Category	Findings	Details
Observed Convergences	Homogeneous Seniority	All surveyed members have more than one year of seniority within the structure, indicating a shared level of institutional experience.
	Similar Capacity-Building Needs	Common themes include climate project management, climate risk analysis, financial reporting, digital tools, and international negotiation. All members expressed interest in GCF-aligned project training.
Notable Divergences	Shared Understanding of AND-FVC's Role	Despite varying depth in responses, all participants recognise AND-FVC as the strategic interface between Guinea and the GCF.
	GCF Knowledge Level	Responses varied: some members reported limited understanding of GCF objectives and operations, while others demonstrated strong familiarity—highlighting uneven knowledge despite similar seniority.
	Specific Feedback	Some members provided concrete recommendations to improve inter-ministerial

Category	Findings	Details
Specific Recommendations	Develop Modular Training Program	Organise mandatory refresher sessions on GCF fundamentals to establish a common baseline of understanding.
	Strengthen Internal Coordination	Design training modules covering project preparation, climate risk analysis, financial reporting, and digital tools. Include hands-on exercises based on successful GCF submissions.
	Leverage Existing Knowledge	Conduct participatory workshops to improve decision-making and coordination between the Technical Committee, Steering Committee, and other ministerial entities.
	Continuous Improvement	Engage members with advanced GCF knowledge to co-facilitate internal training and promote peer learning.
		Establish a feedback mechanism after each training session to refine future modules based on identified gaps and evolving needs.

The assessment reveals that Guinea's NDA currently lacks a cohesive institutional architecture for effective coordination and climate finance mobilisation. Key structural and operational gaps include:

- Absence of a formal **framework of work** and strategic planning tools.
- Weak **communication capacity**, both nationally and internationally.
- Lack of **logistical resources** to operate independently.
- Limited ability to develop **bankable, technically sound project concepts**.
- **Fiduciary weaknesses** and challenges in meeting sector-specific and GCF readiness criteria.
- Poor **project concept quality and complexity**, especially in the water sector.

Moreover, the NDA's structure is heavily government-centred, with minimal engagement from Civil Society Organisations (CSOs) and national Non-Governmental Organisations (NGOs), limiting representation of vulnerable communities. The absence of female representation within the Steering Committee (SC) further undermines inclusive decision-making.

There are also significant issues with **accountability mechanisms** in project design, monitoring, and evaluation. The failure to integrate **gender and environmental safeguards** into the project pipeline restricts equitable and sustainable outcomes. Miscommunication between the SC and the Executive Secretariat (ES) has hampered operational effectiveness, resulting in delays in project concept submissions and missed financing opportunities.

To address these challenges, capacity building must be prioritised. Key areas for intervention include:

- Enhancing understanding of **GCF-specific processes**, both episodic and ongoing.
- Building **technical skills** for designing actionable water resilience projects.
- Developing **resource mobilisation strategies** and improving fiduciary readiness.
- Establishing **regular meeting schedules** for the SC to foster member engagement, trust, and multi-sector collaboration.
- Creating a **communication strategy**, operational protocols, and strategic planning tools for the SE.
- Promoting **gender inclusion** and increasing representation of CSOs and NGOs in climate finance governance.

Only by systematically addressing these capacity gaps can the NDA fulfill its mandate and successfully mobilise climate finance through the GCF. A well-designed and inclusive institutional framework will enable Guinea to deliver climate finance effectively, with clear project designs that reflect national priorities and social demographics.

**Table 2** provides a summary of the CNA for the NDA in a comprehensive overview, including the distribution across sectors, locations, and key characteristics, recommended action and indicators for progress. This information is vital for tailoring capacity-building initiatives to meet the diverse needs of NDA, ensuring inclusivity and relevance.

**Table 2: Capacity Gaps and Recommended Action**

Capacity Gap	Recommended Action	Indicator of Progress
Limited technical expertise in project design and fiduciary management	<p>Conduct targeted workshops for SC and SE on the GCF project cycle, fiduciary standards, and climate finance management, covering:</p> <ul style="list-style-type: none"> <li>• Investment framework and criteria</li> <li>• Climate rationale</li> <li>• Financial instruments and concessionality</li> <li>• Investment priorities and results area clusters</li> <li>• GCF Results Management Framework (8 result areas)</li> </ul>	80% of SC, TC, and SE members report improved capacity to align projects with GCF and national frameworks

Capacity Gap	Recommended Action	Indicator of Progress
Lack of internal operational tools and coordination mechanisms	<p>Deliver a workshop on:</p> <ul style="list-style-type: none"> <li>• NDA roles and responsibilities within the country strategic framework</li> <li>• Internal communication and collaborative leadership</li> <li>• Development and adoption of SOPs for joint activities</li> </ul>	Communication protocols adopted; number of coordination meetings held per trimester
Insufficient project management, M&E, and fiduciary oversight skills	<p>Provide practical training on:</p> <ul style="list-style-type: none"> <li>• Project appraisal and detailed design</li> <li>• Project implementation</li> <li>• Monitoring and evaluation aligned with GCF expectations</li> </ul>	All new projects integrate M&E systems and fiduciary compliance by the end of the next fiscal year
Weak monitoring and evaluation (M&E) framework for project follow-up	Conduct an M&E workshop focused on building internal capacity for project tracking and performance assessment aligned with GCF standards	M&E checklist developed and adopted by SE for all future project cycles
Absence of Standard Operating Procedures and No-Objection Process	<p>Develop and institutionalise the no-objection procedure for assessing, selecting, and approving implementing entities and GCF project concepts. Ensure alignment with:</p> <ul style="list-style-type: none"> <li>• NDA roles and national processes</li> <li>• Stakeholder consultation and coordination</li> <li>• GCF requirements including fiduciary standards, ESS, and gender and indigenous inclusion</li> </ul>	SOPs and no-objection procedures formally endorsed and integrated into NDA operations

## 4.2 DAE Assessment, Gaps and Recommended Action

The assessment of **ANAFIC**, a nominated Direct Access Entity (DAE), identified several critical capacity-building needs aligned with the GCF Accreditation Standards. These gaps span institutional, technical, fiduciary, and social dimensions, and addressing them is essential for ANAFIC to fulfill its role in climate finance mobilisation and project implementation. In addition, for **Access Bank** as a potential DAE was assessed.

**Table 3** lists key findings, recommended action and indicators of progress from the Capacity Assessment Tool for DAEs, based on the evaluation of ANAFIC and Access Bank in Guinea.

**Table 3: Capacity Gaps and Recommended Action**

Capacity Gap	Recommended Action
<p><b>Governance, Operational Systems, Administrative and Financial Capabilities</b></p> <p>Current Status:</p> <ul style="list-style-type: none"> <li>Risk identification and response mechanisms are inconsistently applied</li> <li>Financial systems are transparent and compliant, but documentation and reporting practices are inconsistent</li> </ul>	<ul style="list-style-type: none"> <li>Procurement: Establish systems that ensure competitive, transparent, and fair procurement processes</li> <li>Risk Management: Develop and implement a framework for identifying, assessing, and mitigating risks associated with financed projects, including real-time monitoring tools tailored to climate finance</li> <li>Develop periodic risk reports for the Risk Committee</li> <li>Institutionalise proactive risk management practices</li> <li>Grievance Redress: Create accessible mechanisms for communities to express concerns about project impacts</li> </ul>
<p><b>Institutional Coordination, Stakeholder Engagement and Disclosure</b></p> <p>Current Status:</p> <ul style="list-style-type: none"> <li>Mechanisms for stakeholder consultation and gender-relevant information disclosure are underdeveloped</li> </ul>	<ul style="list-style-type: none"> <li>Implement stakeholder engagement frameworks, especially for projects involving indigenous communities</li> <li>Establish a clear disclosure policy to ensure transparent and equitable access to information.</li> <li>NDA Engagement Strategy: Create a strategy to streamline interactions and approval processes with the NDA</li> <li>Policy Adaptation Workflow: Design a workflow for rapid policy amendments in response to evolving GCF and national requirements</li> <li>Strengthen accounting and reporting procedures</li> <li>Maintain complete and up-to-date financial records to meet fiduciary standards</li> </ul>
<p><b>Monitoring, Reporting, and Evaluation</b></p> <p>Current Status:</p> <ul style="list-style-type: none"> <li>Weak systems for capturing lessons learned and reporting project outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Performance Monitoring: Build robust frameworks for tracking project performance and reporting results</li> <li>Project Alignment: Ensure all projects support national climate change adaptation and mitigation goals</li> <li>Develop clear policies for project closure and outcome reporting</li> <li>Enhance public dissemination of results and integrate lessons into future initiatives</li> </ul>
<p><b>Strategic Partnerships, Knowledge Management and Capacity Building</b></p>	<ul style="list-style-type: none"> <li>Digital Knowledge Hub: Develop a centralised platform to store and share best practices and lessons learned</li> <li>Training Programmes: Establish regular capacity-building workshops for staff and stakeholders, including training on gender-sensitive budgeting</li> </ul>

Capacity Gap	Recommended Action
	<ul style="list-style-type: none"> <li>• Collaboration: Build strategic partnerships with universities, climate think tanks, and research institutions to enhance technical expertise and innovation</li> </ul>
<b>Gender and Social Inclusion</b> <p>Current Status:</p> <ul style="list-style-type: none"> <li>• Gender capacity is externally sourced when needed, with limited institutional retention of gender expertise.</li> <li>• There is minimal clarity on internal gender roles or consistent use of external consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Policies: Develop and implement gender and social inclusion policies for climate projects</li> <li>• Training: Launch training programmes focused on gender-sensitive budgeting and inclusive project design</li> <li>• A gender policy and action plan have been developed</li> <li>• A dedicated gender specialist has been recruited to ensure gender sensitivity across institutional operations and project design</li> <li>• Institutionalise gender expertise and ensure ongoing capacity development through training and integration into project cycles</li> </ul>
<b>Environmental and Social (E&amp;S) Management Systems</b> <p>Current Status:</p> <ul style="list-style-type: none"> <li>• ANAFIC has project-level E&amp;S procedures but lacks a comprehensive, organisation-wide framework and robust monitoring systems for intermediary projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an integrated E&amp;S framework</li> <li>• Establishment of M&amp;E systems for intermediary projects</li> <li>• Conduct regular staff training on E&amp;S management</li> <li>• Invite external audits to assess ESMS effectiveness</li> </ul>
<b>Procurement Procedures, Audit and Evaluation</b> <p>Current Status:</p> <ul style="list-style-type: none"> <li>• Lack of evidence of compliance monitoring with procurement policies, which is a critical GCF requirement.</li> <li>• Limited availability of independent evaluations and external quality assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Document and verify implementation of procurement guidelines</li> <li>• Establish oversight protocols to ensure transparency and accountability</li> <li>• Conduct regular independent audits and evaluations</li> <li>• Monitor implementation of E&amp;S risk mitigation and internal audit functions</li> </ul>

The assessment highlights that while foundational awareness and intent exist across the evaluated entities, operational systems and strategic frameworks remain underdeveloped. Strengthening institutional relationships with the NDA, enhancing policy agility, and investing in scalable, inclusive, and sustainable climate finance mechanisms are critical next steps for successful GCF accreditation.

### 4.3 Executing Entities Assessment, Capacities and Gaps

Two potential Executing Entities (EEs)—the National Directorate for Hydraulics (**NDH**) under the Ministry of Energy and Hydraulics, and the Directorate of Pollution, Nuisances and Climate Change (**DPNCC**- Direction Nationale des Pollutions, Nuisances et Changements Climatiques) under the Ministry of Environment and Sustainable Development were assessed. As outlined in the GCF Readiness Guidebook, an EE is any organisation through which GCF proceeds are channelled for readiness grants or that implements funded activities. While Accredited Entities (AEs) may serve as EEs, the GCF encourages the involvement of local and national actors in executing readiness activities.

#### Strengths Identified

Both NDH and DPNCC demonstrated several institutional strengths:

- **Understanding of Climate Finance Mechanisms:** Both entities reported a solid grasp of operational procedures related to climate funds, including the GCF.
- **Qualified Personnel:** Each has staff capable of supporting planning, programming, and implementation of GCF-financed activities.
- **Stakeholder Engagement:** Both entities have experience engaging vulnerable communities and other stakeholders during project development and implementation.
- **Project Development Experience:** They have previously developed Concept Notes and funding proposals, indicating familiarity with climate finance processes.
- **Gender and Social Inclusion:** Both entities incorporate gender equality and social equity considerations into their projects and have grievance mechanisms in place for community feedback.

#### Key Capacity Gaps

Despite these strengths, several critical deficiencies were identified:

- **Risk Management:** Neither entity has a comprehensive framework for identifying, assessing, and mitigating project risks. This gap poses challenges for compliance with international environmental and social safeguard standards and limits project resilience.
- **Performance Monitoring and Reporting:** Both entities lack robust systems for tracking project outcomes and reporting results in alignment with the GCF Results Management Framework. This limits their ability to demonstrate progress, evaluate effectiveness, and adaptively manage projects.
- **Coordination with Accredited Entities:** While DPNCC has the capacity and networks to identify and collaborate with suitable AEs, NDH lacks this capability, which may hinder its effectiveness during project initiation and implementation phases.

#### Recommendations

To enhance their readiness and effectiveness as EEs, the following actions are recommended:

- Develop Comprehensive Risk Management Frameworks
  - Establish systems for proactive risk identification, mitigation, and reporting
  - Integrate risk oversight into project planning and execution
- Strengthen Monitoring and Evaluation Systems
  - Align performance tracking with GCF standards.
  - Build capacity for results-based reporting and adaptive project management

- Enhance Coordination Mechanisms
  - NDH should develop strategic partnerships and coordination protocols with AEs.
  - Facilitate joint planning and implementation frameworks
- Institutionalise Stakeholder Engagement and Safeguards
  - Formalise inclusive engagement strategies.
  - Ensure grievance mechanisms are accessible and responsive

**Table 4** provides a summary of the key findings from the Capacity Assessment Tool for Executing Entities (EEs) in Guinea, based on the evaluation of NDH and DPNCC.

**Table 4:** Summary of Key Findings and Recommendations

Functional Area	Findings	Recommendations
Risk Management Frameworks	<ul style="list-style-type: none"> <li>• Neither EE currently has a formal system for identifying, assessing, and managing project risks—particularly environmental and social risks.</li> <li>• This absence poses a significant threat to project compliance with safeguard policies of climate finance institutions such as the GCF.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and institutionalise a comprehensive risk management system tailored to climate project operations</li> <li>• Include tools such as risk registers, fraud risk assessments, mitigation plans, and reporting templates</li> <li>• Train staff on environmental and social safeguards and integrate risk management into project design and evaluation stages</li> </ul>
Monitoring, Evaluation, and Learning (MEL) Systems	<ul style="list-style-type: none"> <li>• Both EEs lack structured tools and processes for systematic project monitoring and reporting.</li> <li>• This gap limits adaptive management, learning, and accountability, and restricts their ability to meet funder requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Design and operationalise a MEL system aligned with the GCF Results Management Framework.</li> <li>• Define key performance indicators (KPIs), data collection tools, and reporting templates.</li> <li>• Build staff capacity in results-based management and evidence-based reporting</li> </ul>
Partnership Development and Coordination with Accredited Entities (AEs)	<ul style="list-style-type: none"> <li>• There is an uneven capacity between the two EEs in accessing external expertise and identifying suitable AEs</li> <li>• While DPNCC shows readiness in this area, NDH requires targeted support to strengthen its partnership-building capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical assistance to NDH to improve outreach and coordination with AEs and strategic partners</li> <li>• Utilise matchmaking platforms and regional climate finance networks to expand collaboration opportunities</li> </ul>

Functional Area	Findings	Recommendations
		<ul style="list-style-type: none"> <li>• Facilitate peer-to-peer learning between the two EEs and other institutions with advanced risk and MEL systems</li> <li>• Consider coaching or mentoring programs to build institutional capacity over time</li> </ul>

Both NDH and DPNCC possess core operational competencies and a foundation for effective climate project execution. However, addressing the identified gaps in **risk management, monitoring and evaluation, and partnership development** is essential to align with international climate finance standards. These improvements will enhance project quality, resilience, and long-term impact, positioning both entities to contribute meaningfully to Guinea's climate adaptation and mitigation efforts.

## 5 Capacity Development Strategy

The Capacity Development Strategy outlines a comprehensive approach to strengthening the institutional and operational capabilities of Guinea's climate finance architecture, including the National Designated Authority (NDA), Steering Committee (SC), Technical Committee (TC), Executive Secretariat (ES), Direct Access Entities (DAEs), and Executing Entities (EEs). The strategy is built around four key pillars: Training, Tools and Knowledge Sharing, Technical Assistance, and Complementary Interventions.

### 5.1 Trainings

The training component will focus on building core technical and operational competencies across all relevant institutions. Priority areas include:

- **GCF Project Preparation:** Intensive training on project development aligned with GCF fiduciary standards and climate finance instruments.
- **Risk Management and Environmental & Social Safeguards (ESS):** Training on identifying, mitigating, and managing project risks and applying ESS frameworks.
- **Gender-Responsive Programming:** Capacity building on integrating gender equality into project design and budgeting.
- **GCF Results Management Framework:** Training on monitoring, evaluation, and reporting aligned with GCF standards.
- **Country Ownership and No-Objection Process:** Clarifying the NDA's role and procedures in project endorsement.
- **Project Cycle Management:** Hands-on workshops covering concept note development, proposal writing, due diligence, project appraisal, and M&E system design.
- **Fiduciary Oversight and Climate Risk Analysis:** Strengthening financial accountability and climate vulnerability assessments.

- **Stakeholder Engagement:** Training on participatory processes and inclusive consultation mechanisms.

Workshops will be modular, combining theoretical instruction with practical exercises, peer learning, and application of GCF tools and procedures.

## 5.2 Tools and Knowledge Sharing

To support institutionalisation and standardisation, a suite of operational tools will be developed and disseminated:

- **Standard Operating Procedures (SOPs):** Tailored to NDA operations and the no-objection process. The existing GCF operations manual will be simplified and translated into accessible language for stakeholders.
- **Project Preparation Templates:** Including screening checklists, risk matrices, gender action plans, and stakeholder consultation protocols.
- **Digital Knowledge Hub:** An online platform for continuous learning, sharing best practices, and accessing guidelines and reference materials—potentially linked to continental climate finance networks.
- **Internal Communication Tools:** Regular email updates, webinars, and experience-sharing sessions to foster collaboration and institutional learning.

These tools will promote a more informed, coordinated, and responsive institutional culture.

## 5.3 Technical Assistance

Targeted technical assistance will be provided through a pool of national and international experts in:

- **Climate Finance and GCF Processes**
- **Fiduciary Management and Project Design**
- **Accreditation Support:** Development of accreditation action plans and project pipelines.
- **Risk Management and MEL Systems:** Coaching DAEs and EEs to align with GCF standards.
- **Leadership and Resource Mobilisation:** Mentoring selected staff and committee members.
- **Gender Mainstreaming and Stakeholder Engagement**
- **Grievance Mechanism Design and Performance Dashboards**

Experts will work closely with institutions to embed best practices and build long-term capacity.

## 5.4 Complementary Interventions

Additional strategic actions will reinforce the capacity development efforts:

- **Inter-Ministerial and Stakeholder Coordination Meetings:** To enhance cross-sectoral collaboration.
- **Communications Strategy:** To engage external stakeholders and donors effectively.
- **Governance Strengthening:** Institutionalising gender equity through affirmative actions, such as promoting women in technical and decision-making roles.

- **Logistical Support:** Provision of IT equipment, meeting spaces, and operational resources to improve efficiency and sustainability.
- **Procedural Endorsements:** Formal adoption of SOPs, protocols, and governance frameworks to ensure institutional continuity.

## 6 Capacity Development Plan

### 6.1 Capacity Development Plan for the NDA

**Table 5** outlines a structured capacity development plan for the NDA to enhance its effectiveness in coordinating and managing GCF activities. The plan includes targeted actions, implementation strategies, responsible parties, timelines, and estimated budgets.

### 6.2 Capacity Development Plan for Other Stakeholders and Executing Entities EEs

**Table 6** outlines targeted capacity-building interventions for EEs and other Stakeholders involved in climate finance implementation under the GCF framework. The focus is on strengthening institutional knowledge, technical skills, and compliance with GCF standards. The plan includes strategic actions, implementation approaches, responsible parties, timelines, and budget estimates.

**Table 5:** Capacity Development Actions for the NDA

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
<ul style="list-style-type: none"> <li>• Strengthen knowledge on GCF architecture, project cycle, and climate finance instruments</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Day 1 – Morning Session:</b> Interactive training on GCF mandate, investment criteria, project cycle, access modalities (direct/indirect), readiness support, and accreditation processes</li> </ul>	<ul style="list-style-type: none"> <li>• NTC / NDA Focal Point</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1 AM</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance NDA and Committee roles, internal coordination, and SOPs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Day 1 – Afternoon Session:</b> Participatory workshop on NDA structure, roles and responsibilities, inter-agency coordination, and development of Standard Operating Procedures (SOPs)</li> </ul>	<ul style="list-style-type: none"> <li>• NDA Secretariat / Institutional Governance Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Day 1 PM</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>
<ul style="list-style-type: none"> <li>• Build technical skills for GCF-aligned project preparation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Day 2 – Morning Session:</b> Practical session on project concept notes (CNs), climate rationale, theory of change, gender and safeguards integration, and financial structuring</li> </ul>	<ul style="list-style-type: none"> <li>• GWPO Expert / NTC</li> </ul>	<ul style="list-style-type: none"> <li>• Day 2 AM</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthen project risk management, M&amp;E, and fiduciary oversight</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Throughout Days 1–2:</b> Capacity building on project appraisal, detailed design, implementation, monitoring and evaluation, and financial management aligned with GCF standards</li> </ul>	<ul style="list-style-type: none"> <li>• GWPO Expert / NTC</li> </ul>	<ul style="list-style-type: none"> <li>• Days 1–2</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>
<ul style="list-style-type: none"> <li>• Improve internal operational tools and coordination mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Day 3 – Morning Session:</b> Introduction to NDA roles and responsibilities, country strategic framework, internal</li> </ul>	<ul style="list-style-type: none"> <li>• GWPO Expert / NTC</li> </ul>	<ul style="list-style-type: none"> <li>• Day 3 AM</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
	<p>communication, collaborative leadership, and SOPs for joint activities</p> <ul style="list-style-type: none"> <li>• Technical session on key steps of the no-objection procedure: <ul style="list-style-type: none"> <li>○ project submission, screening, endorsement</li> <li>○ criteria for assessing implementing entities and project concepts; alignment with national strategies (NDCs, NAPs, sectoral plans)</li> <li>○ mandatory GCF requirements (fiduciary standards, ESS, gender, Indigenous Peoples' policy)</li> <li>○ multi-stakeholder consultations and transparency mechanisms</li> </ul> </li> <li>• Develop SOPs and implement the No-Objection Procedure</li> </ul>	• GWPO Expert / NTC	• Day 3 PM	• —

**Table 6:** Capacity Development Actions for the EEs

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
• Risk Management Frameworks	<ul style="list-style-type: none"> <li>• <b>Workshop:</b> Training on GCF-aligned risk assessment methodologies, scenario planning, and contingency design.</li> <li>• <b>Group Exercise:</b> Drafting risk matrices for sample GCF projects</li> </ul>	• GWPO Expert / NTC	• —	• —

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
	<ul style="list-style-type: none"> <li>• <b>Partnership:</b> GCF technical advisors co-facilitate sessions</li> </ul>			
• Monitoring & Evaluation (M&E) Systems	<ul style="list-style-type: none"> <li>• <b>Training:</b> Hands-on session on cloud-based M&amp;E platforms (e.g., KoboToolbox) for real-time tracking.</li> <li>• <b>Workshop:</b> Integration of gender-disaggregated metrics into M&amp;E frameworks</li> <li>• <b>Demonstration:</b> Compliance reporting aligned with GCF requirements</li> </ul>	• GWPO Expert / NTC	• —	• —
• Collaboration with Accredited Entities (AEs)	<ul style="list-style-type: none"> <li>• <b>Panel Discussion:</b> Knowledge-sharing with experienced AEs on partner selection criteria</li> <li>• <b>Workshop:</b> Development of guidelines for AE collaboration and mentorship programmes</li> <li>• <b>Activity:</b> Role-play exercises simulating stakeholder negotiations</li> </ul>	• GWPO Expert / NTC	• —	• —
• Grievance Mechanism Audits	<ul style="list-style-type: none"> <li>• <b>Workshop:</b> Design of audit protocols for grievance redress systems</li> <li>• <b>Simulation:</b> Community consultation exercises to refine grievance processes</li> <li>• <b>Toolkit Development:</b> Creation of accessibility checklists for vulnerable groups</li> </ul>	• GWPO Expert / NTC	• —	• —

## 7 Conclusion

The Capacity Needs Assessment (CNA) and Capacity Development Plan (CDP) presented in this report underscore the urgent need to strengthen Guinea's institutional architecture for climate finance mobilisation, particularly in relation to the Green Climate Fund (GCF). Despite the establishment of key structures such as the National Designated Authority (NDA), Direct Access Entities (DAEs), and Executing Entities (EEs), significant operational, technical, and strategic gaps persist.

Key Conclusions:

- 1. Institutional Readiness Requires Strengthening**
  - The NDA, while formally constituted, lacks the strategic planning tools, operational protocols, and human resources necessary to fulfill its mandate effectively. The Steering Committee (SC), Technical Committee (TC), and Executive Secretariat (ES) require targeted support to improve coordination, project oversight, and engagement with GCF processes.
- 2. Accreditation Pathways Must Be Supported**
  - Entities such as ANAFIC and Access Bank show potential for GCF accreditation but face challenges in governance systems, fiduciary compliance, risk management, and gender integration. Tailored support and Accreditation Action Plans are essential to guide these institutions toward readiness.
- 3. Executing Entities Need Operational Reinforcement**
  - NDH and DPNCC possess foundational strengths in climate finance awareness and stakeholder engagement. However, they lack robust risk management frameworks, monitoring and evaluation systems, and coordination mechanisms with Accredited Entities. Addressing these gaps is critical for effective project execution and compliance with GCF standards.
- 4. Capacity Development Must Be Holistic and Inclusive**
  - The proposed strategy—built around training, tools, technical assistance, and complementary interventions—offers a comprehensive roadmap for institutional strengthening. Emphasis on gender-responsive programming, stakeholder engagement, and environmental safeguards will ensure that climate finance is mobilised and implemented equitably and sustainably.
- 5. Governance and Coordination Are Central to Success**
  - Enhancing inter-ministerial collaboration, formalising Standard Operating Procedures (SOPs), and establishing clear communication protocols will improve institutional coherence and accountability. Inclusion of civil society and gender representation within governance structures is essential for legitimacy and effectiveness.
- 6. Strategic Investment in Capacity Will Unlock Climate Finance**
  - By addressing the identified gaps and implementing the CDP, Guinea will be better positioned to access and manage climate finance, particularly for water resilience and adaptation. This will enable the country to deliver high-quality, country-owned projects that align with national priorities and international climate commitments.