



# CLIMATE FINANCE ACCESS NETWORK

*Program Document*



Environment and  
Climate Change Canada  
Environnement et  
Changement climatique Canada



# Authors & Acknowledgments

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This document is the product of a collaborative effort between Rocky Mountain Institute (RMI) and a group of experts instrumental in designing the Climate Finance Access Network (CFAN). While RMI led the writing and compilation of this document, the contributors listed here provided ongoing and substantial contributions.

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# Executive Summary

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In response to a clear demand signal from developing countries struggling to access climate finance, a group of organizations has convened to establish the Climate Finance Access Network (CFAN), which will increase the number and caliber of in-country climate finance advisors. With an aim of serving 30 countries in 2020, CFAN will deliver the training, in-country support, and long-term capacity building needed for developing countries to more quickly access climate finance and achieve their climate objectives.

## THE CHALLENGE

Transforming economies to align with a low-carbon, climate-resilient pathway poses an enormous challenge, particularly for developing countries with limited resources and capacity. **Although the volume of climate finance flowing to developing countries has increased substantially over the past decade, the system for delivering and accessing finance has become highly complex.** As of December 2019, there were nearly 100 funding sources listed on the NDC Partnership Climate Finance Explorer from a range of funding sources, each with its own investment criteria and application requirements.

Although some developing economies may have the ability to navigate this complex system, most lack the technical and institutional capacity to (1) identify the sources and instruments for delivering climate finance, (2) establish relationships with climate finance providers, and (3) structure financing for mitigation and adaptation investments in compliance with complex rules and regulations. Furthermore, where climate finance has been successfully deployed, it has often been driven by the priorities of donor institutions, not those of recipient countries.

Several initiatives have emerged to support developing countries in achieving their climate investment objectives, and many have done so through embedded climate advisors. These advisors typically perform a range of upstream services, but few are trained in project-level financial structuring, and most lack working relationships with donor

institutions, decision-makers in-country, and advisors doing similar work in neighboring countries. **As a result, developing countries still face a critical gap: the lack of sustained, in-country technical expertise to accelerate finance for climate investments.**

## THE SOLUTION

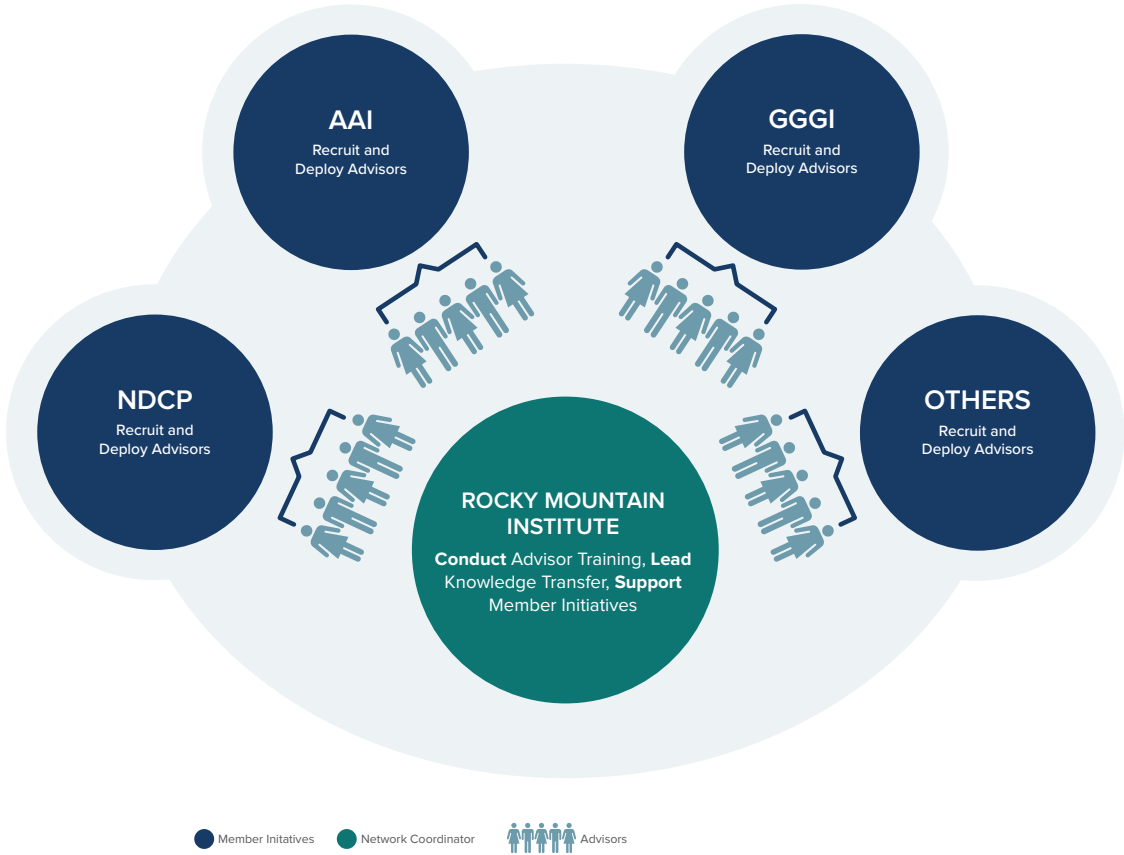
In response to clear demand from developing countries, a group of international organizations, countries, and donor institutions have come together to create the Climate Finance Access Network (CFAN). Through cultivating a network of highly trained, embedded climate finance advisors, CFAN will support developing countries in securing and structuring finance for priority climate projects pursuant to Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), the Sustainable Development Goals (SDGs), and other climate targets.

To build on and amplify the work of existing initiatives, CFAN has been structured in a decentralized manner. Within the CFAN structure, existing climate finance initiatives, **“member initiatives,”** will continue to work with countries in recruiting and managing advisors, while a central entity, the **“network coordinator”** will 1) facilitate collaboration among member initiatives, 2) design and implement an advisor training program, 3) support advisors during their tenure in-country, and 4) work to ensure that capacity remains in-country beyond the tenure of the advisor (ES-Figure 1).

Building on its leadership role in designing CFAN, Rocky Mountain Institute (RMI) will initially serve as network coordinator. Initial member initiatives will include the African Adaptation Initiative (AAI), Global Green Growth Institute (GGGI), Low Emissions Development Strategies - Global Partnership (LEDS GP), and NDC Partnership. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) also played an advisory role in designing CFAN and will continue to support the network in this capacity. While these entities represent the initial member initiatives as of December 2019, the network will continue to grow through partnerships with additional initiatives.



**ES-FIGURE 1**  
THE CFAN STRUCTURE



Ultimately, CFAN will ensure that **more countries have access to advisors who are better prepared and better connected** to both donor institutions and other advisors around the world. Member initiatives, which currently deploy advisors with a range of mandates, may enroll a subset of their advisors in CFAN. These advisors will have a targeted mandate to access and structure climate finance. Once enrolled, these advisors will attend a six-week **cohort-based training program**, which will include technical training as well as relationship-building with public and private finance institutions. Following this training, advisors will work in-country for a period of at least one year, and CFAN will work to ensure advisors receive technical support throughout their tenure, including from the network coordinator and through a virtual platform for advisors

to access and provide peer-to-peer advisory support both within and across cohorts. Finally, CFAN will work with member initiatives and their advisors to conduct in-country climate finance workshops for civil servants, ensuring lasting capacity.

**DEVELOPING COUNTRY DEMAND**

Developing countries have played a significant role in shaping the concept for CFAN while also expressing demand for climate finance advisors. In a targeted demand assessment of over 100 country representatives from 45 LDCs, SIDS, and African countries, **86 percent of respondents indicated that they were “very interested” in working with a climate finance advisor**, while an additional 12 percent indicated they were “somewhat interested.”

Developing countries have highlighted project-level activities as the priority areas requiring support from an advisor (as opposed to sectoral planning, national planning, and regulatory design). As for the types of projects that require financing, very few respondents identified mitigation alone as their top priority, instead highlighting the **need for support with adaptation** projects and cross-cutting mitigation/adaptation projects. To help structure financing for these projects, developing countries vocalized a clear desire for **advisors with experience in project finance and financial structuring**, rather than public finance experience or sectoral expertise, however, respondents were agnostic to the nationality of the advisors.

## INITIATIVE BENEFITS

CFAN has been designed to provide benefits across four stakeholder groups:

- Countries:** Developing countries face a growing need for finance professionals who are better prepared, better connected to one another, and better networked with donor institutions. While several existing initiatives focus on upstream services, such as developing climate strategies and strengthening enabling environments, CFAN will specialize in structuring finance for climate investments identified by developing countries. Under the CFAN model, countries will benefit from an increased quantity of trained advisors dedicated to accessing and structuring climate finance.
- Donors:** Donor institutions face barriers in identifying high-quality projects and programs in developing countries. CFAN aims to maximize the effectiveness of climate funding by generating bankable project pipelines and concrete climate investment proposals. CFAN also benefits donor institutions by building lasting in-country capacity and reducing duplicative funding proposals through coordination of existing initiatives.
- Member initiatives:** CFAN has been designed to accelerate existing efforts of member initiatives and provides members with increased exposure, reputational benefits, and funding opportunities. Through a rigorous climate-finance training and on-the-ground support, CFAN eliminates the need for member initiatives to train their own advisors and enhances initiative impact beyond planning and analysis into project implementation. Additionally, CFAN connects member initiatives with a network of organizations undertaking similar work.
- Advisors:** While advisors may have requisite training and experience in climate policy and proposal preparation, they often lack the financial expertise to effectively structure climate-aligned investments. CFAN enhances advisors' skillsets by offering professional development and personal networks to augment their preparedness on-the-



ground and reinforce long-term career potential. Through a cohort-based approach, CFAN will build a community of specialists to share real-time, real-world lessons.

## NETWORK STRUCTURE

With the goal of enhancing and complementing the current landscape of climate finance initiatives, **CFAN will build directly on existing institutional platforms.** CFAN will have a decentralized operational structure wherein programmatic and administrative functions are divided and delegated across countries, member initiatives, and a network coordinator:

- **Countries** drive and inform the network through demand for advisors and through ongoing input on country needs.
- In response to country demand, **member initiatives** recruit and deploy advisors or support network services, such as in-country trainings.
- Meanwhile, the **network coordinator** supports member initiatives through training advisors, providing ongoing support in-country, and through joint fundraising. The network coordinator also facilitates knowledge sharing between advisors and ensures knowledge transfer from advisors to civil servants in-country so that capacity remains beyond the tenure of the advisor.

## NETWORK BUDGET

CFAN has been designed to reduce operational costs by building directly on existing initiatives. Member initiatives will bear the cost of employing and deploying advisors, including salary, benefits, and other direct costs of placement, while various funding arrangements will be pursued jointly by member initiatives and the network coordinator to finance delivery of network services. The estimated budget for those services will vary depending on the number

of advisors. For 30 deployed advisors, the **all-in pro rata cost per advisor is approximately USD 40,000 per year.** This cost includes member services, advisor training, advisor support in-country, and knowledge transfer services, including both program staff and overhead costs. CFAN will be structured to receive funding from a variety of sources, including bilateral funds, multilateral funds and institutions, and private and philanthropic entities. Donors can either provide funds directly to the network coordinator or through any of the CFAN member initiatives.

## PROCESS FOR ESTABLISHMENT

Because CFAN is built on platforms and initiatives already in place, the process for establishment should be expeditious: **by the end of 2020, CFAN aims to train and deploy 30 advisors from member initiatives.** Those initiatives currently have advisors deployed in 40 countries, many (but not all) of which have a mandate to access and secure climate finance. This number will grow as member initiatives, interested countries, and the network coordinator work together to recruit advisors according to country requests, design and execute the advisor training program, and secure funding for the inaugural class of advisors.

# The Problem: Mapping The Climate Finance Bottleneck

*“The issue is not mobilization. The issue is access.” – Developing country representative*

Transforming economies to align with a low-carbon, climate-resilient pathway poses an enormous challenge, particularly for developing countries with limited resources and capacity. Although the volume of climate finance flowing from developed to developing countries has increased substantially over the past decade, the system for delivering and accessing finance has become highly complex. As of December 2019, the NDC Partnership’s Climate Finance Explorer contains nearly 100 funding sources, each with its own investment criteria and application requirements.

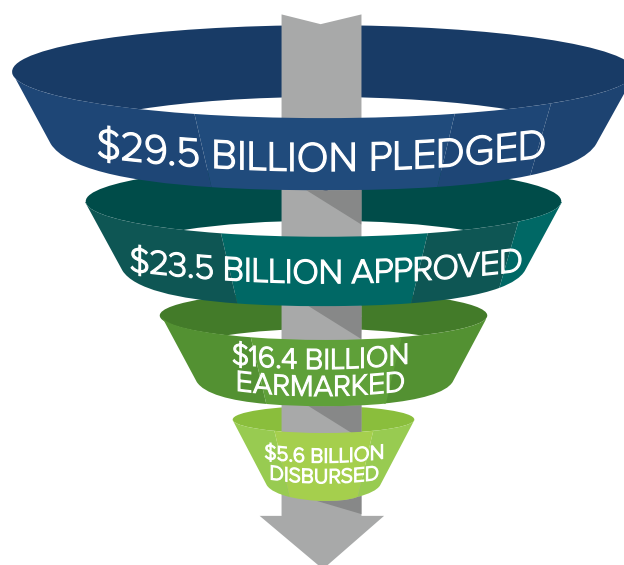
In response to this challenge, Rocky Mountain Institute (RMI) undertook a series of consultations in 2018 aimed at (1) better understanding the barriers that developing countries face in accessing climate finance, (2) exploring the landscape of initiatives working to address these barriers, and (3) designing a feasible solution that could have a systemic impact. RMI interviewed over 100 practitioners and stakeholders, including representatives from 20 developing countries (Appendix A). Based on input from these consultations as well as regular convenings with developing countries and climate finance providers, RMI published a [market survey](#) describing not only the challenges that developing countries face in accessing finance, but also a country-driven solution.

As described in the market survey, developing country representatives identified common barriers to accessing and structuring climate finance. Although some emerging markets may have the ability to navigate the climate finance system, many lack the technical and institutional capacity to (1) identify the sources and instruments for delivering climate finance, (2) establish relationships with climate finance providers, and (3) structure financing for mitigation and adaptation investments in compliance with complex rules and regulations. As one developing country representative described, **“there is so much**

**noise out there in terms of everyone providing something different. This becomes very confusing to navigate.”** Furthermore, even when climate finance is successfully deployed, emerging economies recognize that it is often driven by the priorities of donor institutions, not those of recipient countries.

Together, these system complexities, lack of country ownership, and capacity constraints have made it extremely difficult for developing countries — and especially low-income developing countries — to secure finance for their own priority investments. The data bears this out: while multilateral climate funds pledged close to US\$30 billion between 2003 and 2017, less than 20 percent had been disbursed in-country (Figure 1). Furthermore, development

**FIGURE 1**  
CLIMATE FINANCE FROM MULTILATERAL CLIMATE FUNDS 2003–2017



Source: Climate Funds Update



finance institutions allocated just **6 percent** of blended finance to low-income countries in 2019. As a result, while the volume of climate finance continues to grow, developing countries continuously point to the difficulty in accessing theoretically available resources.

## CURRENT SOLUTIONS

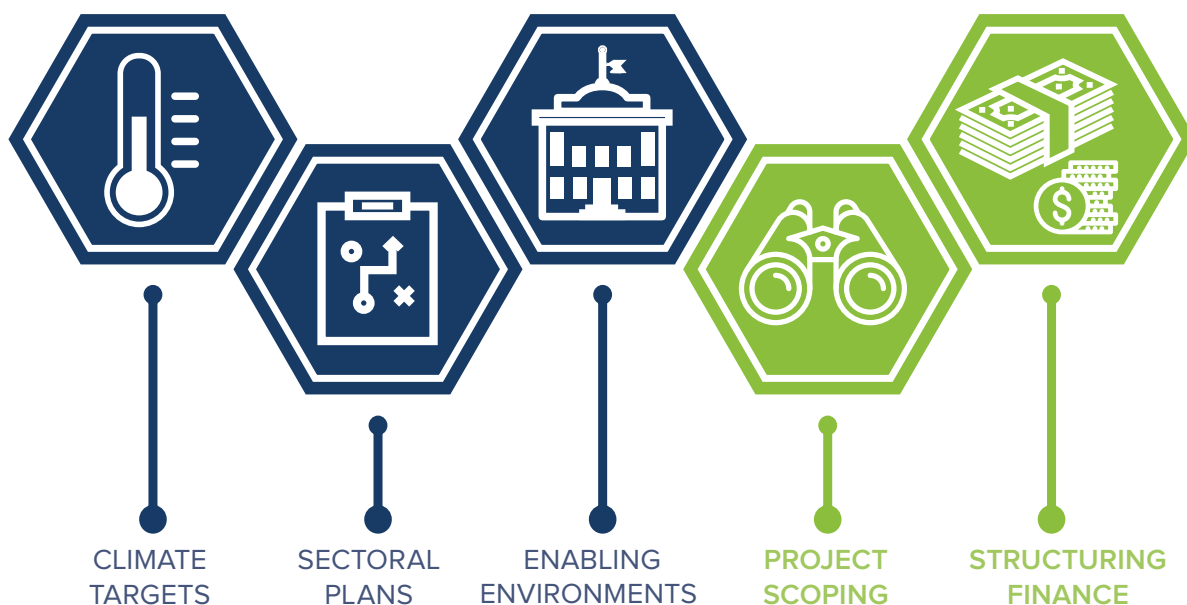
Several initiatives have emerged to support countries in achieving their climate investment objectives, and many have done so through embedded climate advisors (Appendix C). These advisors typically perform a range of upstream services, including formulating climate strategies or targets, translating economy-wide targets into sectoral plans, and strengthening policies and institutions to support climate investment (Figure 2). As such, existing climate finance advisors are rarely trained in project-level financial structuring. Furthermore, these advisors — often hired on short-term contracts — typically have not established relationships with donor institutions, or with other advisors undertaking similar work in neighboring countries or regions. With a proliferation of initiatives focused on NDC

implementation and financing, those that have successfully embedded climate finance advisors remain largely uncoordinated. As a result, countries are being asked not only to navigate a complex universe of funding sources, but an equally complex landscape of support services. At the same time, climate finance initiatives that have secured funding for six months or perhaps one year of an advisor’s salary have struggled to build lasting capacity in-country. From the perspective of both countries seeking additional support as well as climate finance initiatives offering this support, the benefit-cost ratio of hiring, deploying, and managing embedded climate advisors remains low.

As a result, the current landscape of climate finance initiatives has yet to resolve the following pain points: 1) demand for advisors that far exceeds current supply, 2) too few programs focused on project- and program-level finance, and 3) limited coordination among initiatives.

**FIGURE 2**

CLIMATE INVESTMENT BUILDING BLOCKS





## **THE MISSING LINK**

As outlined above, climate finance is available, but largely inaccessible to low-income countries with scarce resources; advisors exist, but not in significant numbers and not with sufficient training to effectively access and structure finance, and the landscape of initiatives providing embedded climate advisors remains uncoordinated. Overall, there is an increasing need for more finance professionals in developing countries who are also better prepared, better connected to one another, and better networked with donor institutions. This is where the Climate Finance Access Network comes in.

# The Solution: Climate Finance Access Network

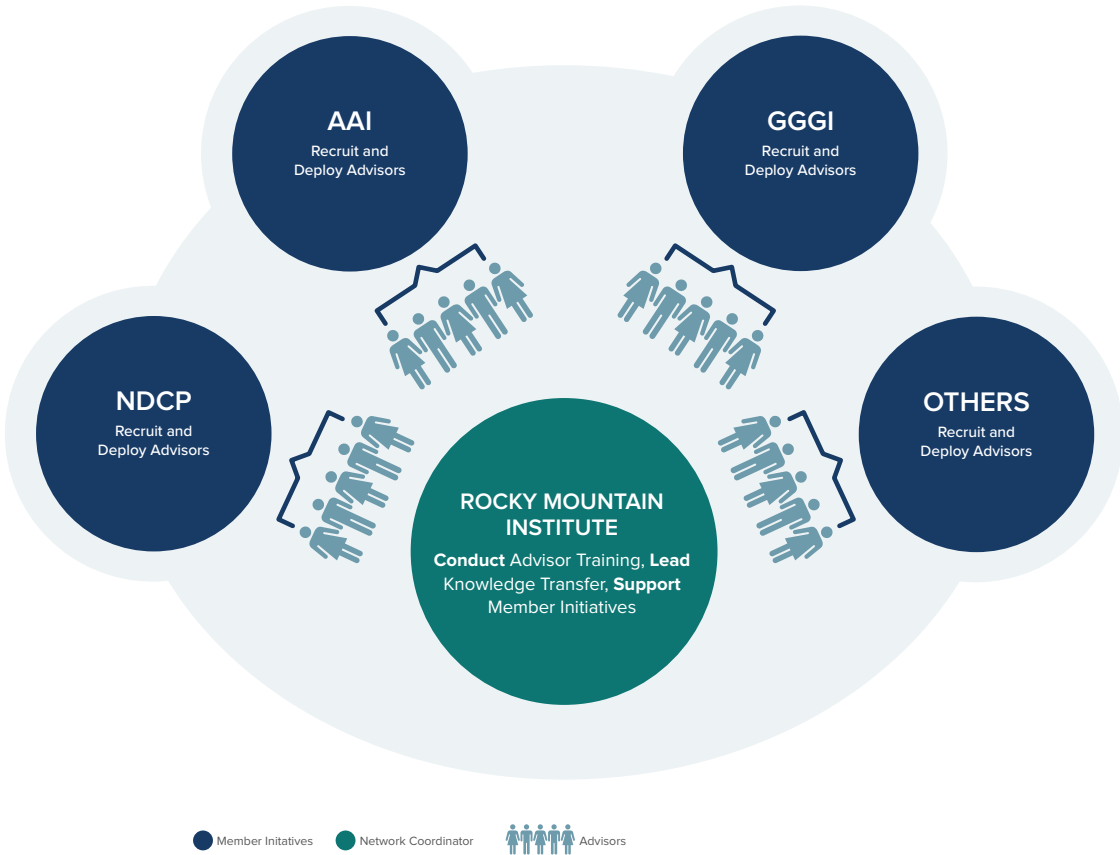
*“Offering people is not a unique solution. The value here is in creating a shared set of relationships and knowledge.” - NGO representative*

To alleviate the climate finance bottleneck, and to support developing countries in accessing climate finance, a group of international organizations, countries, and donor institutions have come together to create the Climate Finance Access Network (CFAN). Under the CFAN umbrella, these entities have converged around a common goal: to **accelerate climate finance flows to developing countries by cultivating a network of highly skilled, trained climate finance advisors** who will work in-country for at least one year. During their time in-country, advisors will serve as the connective tissue between recipient

countries and the various funding sources these countries need to achieve their climate targets.

Rather than establish a new organization to recruit, train, deploy, and manage climate finance advisors, CFAN has been structured in a **decentralized manner to amplify the work of existing initiatives**. Figure 3 illustrates this decentralized structure, wherein existing organizations (“member initiatives”) will continue to work with countries to recruit and manage advisors while a central entity (the “network coordinator”) will provide overarching network services.

**FIGURE 3**  
THE CFAN STRUCTURE



RMI, building on its leadership role in designing and facilitating partners through the incubation of CFAN, will serve as the network coordinator. Building on their foundational role in designing the CFAN solution, initial member initiatives will include the African Adaptation Initiative (AAI), Global Green Growth Institute (GGGI), the Low Emissions Development Strategies - Global Partnership (LEDS GP), and NDC Partnership. These initiatives will form the initial group of CFAN members due to their existing programmatic focus on embedding climate advisors, and/or their experience managing capacity-building in-country. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) also played advisory roles in designing CFAN and will continue in this capacity moving forward. In 2020, CFAN expects to grow through partnership with additional member initiatives.

Table 1 describes the envisioned role of each initial member initiative within CFAN. A more in-depth background on these initiatives and their scope of work is provided in Appendix B.

As of December 2019, existing initiatives (including but not limited to the initial member initiatives) have collectively deployed 58 embedded climate advisors in 46 countries (Appendix C).<sup>1</sup> While these advisors currently support activities ranging from upstream policy, planning, and analysis to downstream project scoping and financing, CFAN will work with a subset of advisors with a targeted mandate to access and structure climate finance. Furthermore, while initiatives currently recruit and train advisors on an ad hoc basis, CFAN will offer a training program and network for cohorts of advisors, resulting in higher quality advisors that are better prepared, connected, and supported while in-country.

**TABLE 1**

## INITIAL MEMBER INITIATIVES

INITIATIVE	ENVISIONED CFAN ROLE
<b>AAI</b>	With a plan to deploy upwards of 20 finance advisors in-country in 2020, advisors sponsored by AAI are expected to represent a significant portion of CFAN's first cohort.
<b>GGGI</b>	An established player in green growth capacity with a significant global footprint of operations including embedded finance experts, GGGI expects to enroll a subset of these experts in CFAN.
<b>LEDS GP</b>	Based on experience providing knowledge products, toolkits, and trainings to promote low emission development strategies, LEDS GP can provide valuable expertise and capacity to support CFAN's training and knowledge transfer components in-country.
<b>NDC Partnership</b>	From their experience working with advisors in-country and providing services to support low-income countries meet their climate objectives, NDC Partnership is well-positioned to provide practical expertise to contribute to CFAN's design and ongoing governance.

<sup>1</sup> The estimated number of advisors includes advisors deployed by the Commonwealth Climate Finance Access Hub, the NDC Partnership, and the Global Green Growth Institute. Other programs may also deploy embedded advisors, and therefore, this estimate may only represent a portion of the total advisor universe.



## PROGRAM FEATURES

The following section outlines *what* services these advisors will provide, *who* will be recruited to achieve this mandate, *where* advisors will be placed, how they will be trained and supported, and *how* they will build capacity in-country.

### Advisor Mandate

Developing countries have indicated a clear need for support in accessing and structuring project-level finance, as opposed to national planning, sectoral planning, or regulatory design. Therefore, CFAN member initiatives will deploy advisors in-country to provide technical expertise in **mobilizing national, regional, and international sources of public and private finance**, and structuring these investments accordingly. The exact remit will vary based on the country's project pipeline. Where possible, advisors will pursue opportunities to finance projects through domestic resources as a means of enhancing country ownership.

Developing country representatives have also expressed a need for **facilitation capacity and institutional strengthening**, explaining that “advisors need to be able to navigate intra-country relationships and processes that will be critical to whether projects get traction within the government.” Therefore, advisors will work to facilitate coordination between various ministries in order to move projects through the investment pipeline. These advisors may also work to secure the financing required for countries to enhance their policy or enabling environment, however, as several initiatives already provide support for policy and planning processes, upstream services will likely not be their primary focus.

Stakeholder consultations revealed resistance to short-term consultants, and instead indicated a **desire for long-term support in-country**. Therefore, CFAN member initiatives should consider deploying their advisors for a minimum of one year in-country. While this tenure may be shorter than some climate finance project cycles, which can span several years, a

limited period will help ensure that member initiatives attract the most competitive applicants. To address the possible need for support beyond the advisor's tenure, countries may seek to extend the advisor's tenure, or select another advisor, following the initial advisor deployment.

### Advisor Profile

Under CFAN, member initiatives will enroll a subset of advisors. Understanding that eligible candidates may possess a wide range of useful skills and experience, member initiatives will prioritize those with the following credentials for participation in CFAN:

- Experience accessing and structuring finance for climate investments
- Experience with international climate finance institutions and/ or climate policy, particularly technical aspects of mitigation and adaptation activities, and ideally with sectoral expertise relevant to country-identified priorities
- Demonstrated ability to formulate project proposals in compliance with requirements and processes of various climate finance sources
- Relationship-building and facilitation skills

Additionally, member initiatives should seek to recruit advisors with experience in the host country or region, while also considering gender diversity. While these are the general qualifications required, the **precise qualifications will largely depend on the needs of the country** to ensure expertise aligns with respective country goals.

### Country Placement

A common feature of CFAN member initiatives is that they will deploy advisors only in **countries that have expressed demand for this service**. Priority countries include Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African countries, as larger or middle-income countries may

find other institutional solutions more suitable for building national capacity and ownership. CFAN member initiatives should deploy advisors to work in the country-identified ministry or office responsible for accessing and coordinating climate finance (most often the ministry of finance, though placement in public offices will depend on host countries' labor laws, policies, and procedures for employment).

### Advisor Training and In-Country Support

In order to create a common set of knowledge and tools among advisors, the CFAN network coordinator will train advisors in cohorts. CFAN will strive to host the advisor training at a time that optimizes alignment with donor funding cycles, country requests for support, and member initiative hiring processes as well as minimizes the time advisors spend in-country before attending training. Cohort training will not only achieve economies of scale but will also cultivate a network of advisors that can share learnings within their cohort and from one cohort to the next. This six-week training will consist of two components:

- **Technical training** focused on effective strategies for accessing and structuring public and private sources of climate finance. The classroom component will cover topics designed to help navigate the multitude of funding sources, including their investment criteria and application requirements. Rather than develop a new curriculum, this training will build on existing climate finance resources, such as curricula developed by the Renewables Academy AG (RENAC), LEDS GP, and the Frankfurt School of Finance and Management. Advisors will also receive training **tailored to the priorities and policies of the host country**, including an orientation to the country's climate targets, plans, and actions, as well as the cultural aspects of the host institution.
- **Networking** focused on building relationships between advisors and the primary sources of climate finance. Advisors will meet with representatives of climate funds, bilaterals, and private financial

institutions, including project developers and investors looking to scale climate investments.

These relationships with representatives of climate finance institutions will be critical for the advisors as they work to secure financing in-country.

To the degree possible, advisor training will be tailored to address country-identified priorities and to complement existing advisor qualifications.

To capitalize on the distinct expertise held by advisors around the world, CFAN will provide a virtual platform to facilitate peer-to-peer communication and advisory support. Sharing lessons learned between countries and enabling knowledge transfer within and across cohorts will accelerate capacity building and help reduce the learning curve for deployed advisors. The platform will be administered by the network coordinator and can build on LEDS GP or other existing online helpdesks.

### Knowledge Transfer

To expand capacity beyond the advisor's placement in-country, the CFAN network coordinator will support a transfer of knowledge from advisors to country counterparts, ensuring longer lasting impact. "Developing countries are concerned with the model of parachuting experts for a fixed period of time," one stakeholder stated, suggesting that "building institutional capacity and infrastructure should be explicitly integrated into the program."

Based on this input, CFAN will work to build long-term capacity by hosting **in-country climate finance workshops** aimed at extending the lessons learned beyond the advisor cohort to government officials within these countries. Workshops will focus on a range of topics, including climate finance sources, instruments, and proposal development. Advisors will help design and conduct these trainings and will engage with existing climate finance training programs to build on current curricula and disseminate existing knowledge products.

## DEVELOPING COUNTRY DEMAND

To assess developing country demand for CFAN, RMI conducted a targeted demand assessment of over 100 country representatives from 45 LDCs, SIDS, and African countries (Figure 4). Conducted from June through August 2019, respondents completed the assessment at the Commonwealth's International Symposium on Climate Finance, at a workshop of AAI and the Initiative for the Adaptation of African Agriculture (AAA), and through an online survey. Respondents were mostly from the ministry of environment or ministry of finance, with 70 percent from African countries, and 25 percent from the Pacific or Caribbean. The goal of the assessment was to (1) capture the level of demand for embedded climate finance advisors, (2) identify priority activities for advisors, and (3) understand the characteristics of an ideal advisor.

An overwhelming majority of survey respondents, **86 percent, indicated that they were “very interested” in working with a climate finance advisor**, while an additional 12 percent indicated they were “somewhat interested.” In terms of the activities requiring support, respondents highlighted **project or program design and securing finance**, and nearly all respondents had identified specific projects in need of financing. In regard to the types of projects that require financing, very few respondents identified mitigation as the top priority, instead highlighting the **need for support with adaptation** projects. To help structure financing for these projects, country respondents vocalized a clear desire for advisors with **experience in project finance and financial structuring**, rather than public finance experience or sectoral expertise, however, respondents were agnostic to the nationality of the advisors.

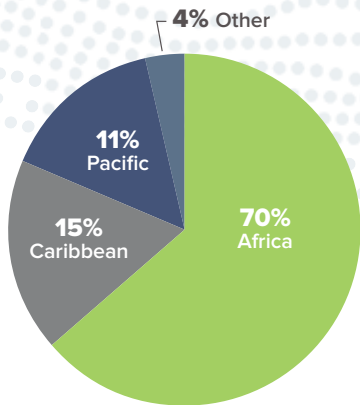


**FIGURE 4**  
DEMAND ASSESSMENT

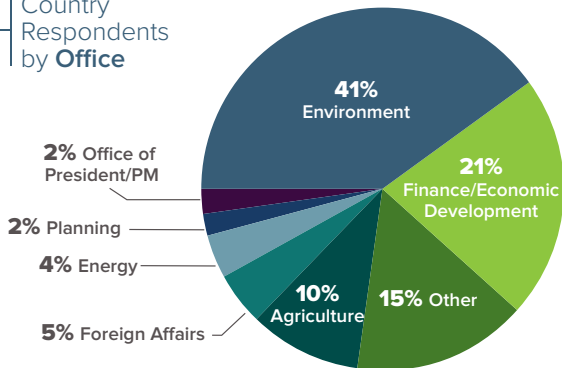
## Developing Country Demand and Priorities for CFAN Advisors

CFAN has been designed in direct response to the climate finance challenges identified by developing countries. From June to August 2019, 105 respondents from 45 developing countries completed a survey aimed at **(1) assessing demand** for Climate Finance advisors, **(2) identifying priority activities** for advisors, and **(3) describing the profile** of the advisor. All results are represented as the percentage of respondents who selected each answer.\*

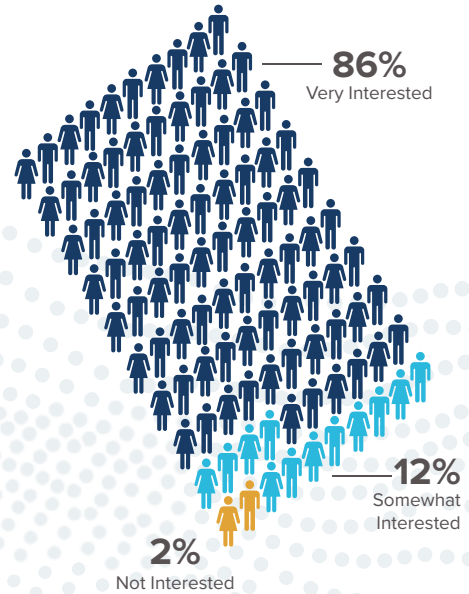
Country Respondents by Region



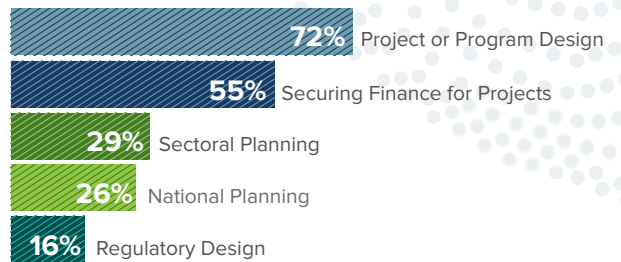
Country Respondents by Office



Countries expressed **nearly unanimous** interest in climate finance advisors.



Countries highlighted **project-level** activities as the priority areas requiring support from an advisor.\*



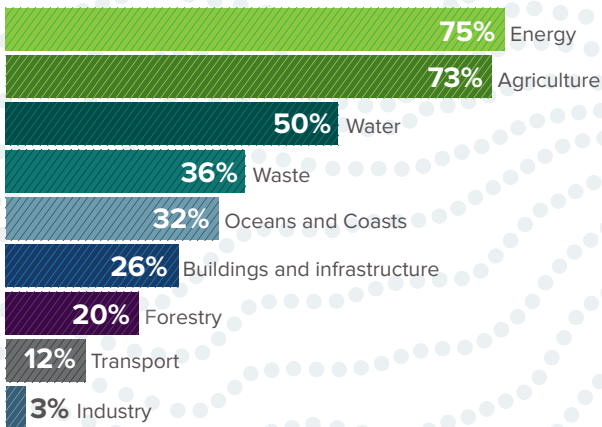
**96%** of country respondents have identified **SPECIFIC PROJECTS** in need of climate finance.

\*For questions that allowed selection of multiple answers, the sum of percentages exceeds one hundred percent.

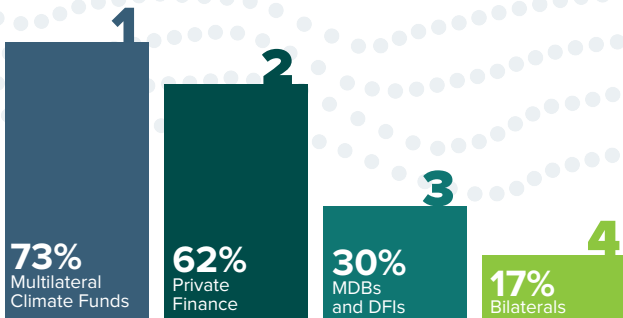


Only **4%** of country respondents identified mitigation as their highest priority, as opposed to **45%** adaptation **51%** cross-cutting mitigation/adaptation.

Energy, agriculture, and water topped the list of sectors that countries prioritized for support.\*



Multilateral climate funds and private finance have been the two most challenging sources of finance to access.\*

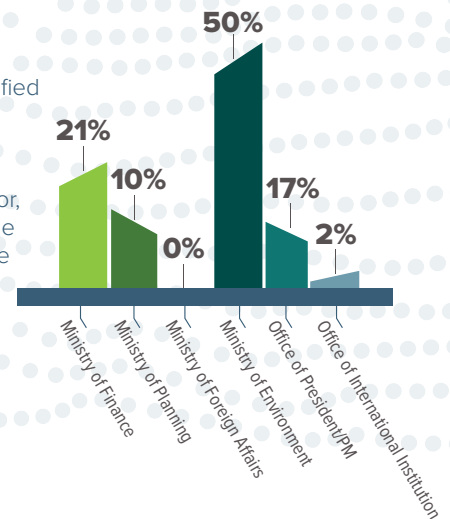


When asked to prioritize advisor qualifications, countries highlighted **experience with project finance and financial structuring**.\*



**38%** of country respondents would prefer a national of their country, **34%** an international or regional candidate, and **28%** had no preference.

Many countries identified the **Ministry of Environment** as the preferred home for a climate finance advisor, but this may reflect the home institution of the respondents.



To build capacity beyond the tenure of the advisor, country respondents prefer **in-country training (50%)** and **pairing advisors with civil servants (46%)** to **distributing knowledge or information (4%)**.

## THEORY OF CHANGE

Informed by consultations with hundreds of developing country representatives and donor institutions (Appendix A), CFAN has been designed with the **ultimate objective of assisting countries in securing and structuring finance for their priority climate projects**, enabling them to achieve their climate targets, such as their Nationally Determined Contributions (NDCs), Sustainable Development Goals (SDGs), and National Adaptation Plans (NAPs). To achieve this impact, CFAN seeks to resolve discrete challenges faced by four stakeholder groups:

**1. Developing countries** identified challenges such as i) mobilizing finance for climate objectives, ii) a lack of resources and capacity, and iii) a lack of country ownership.

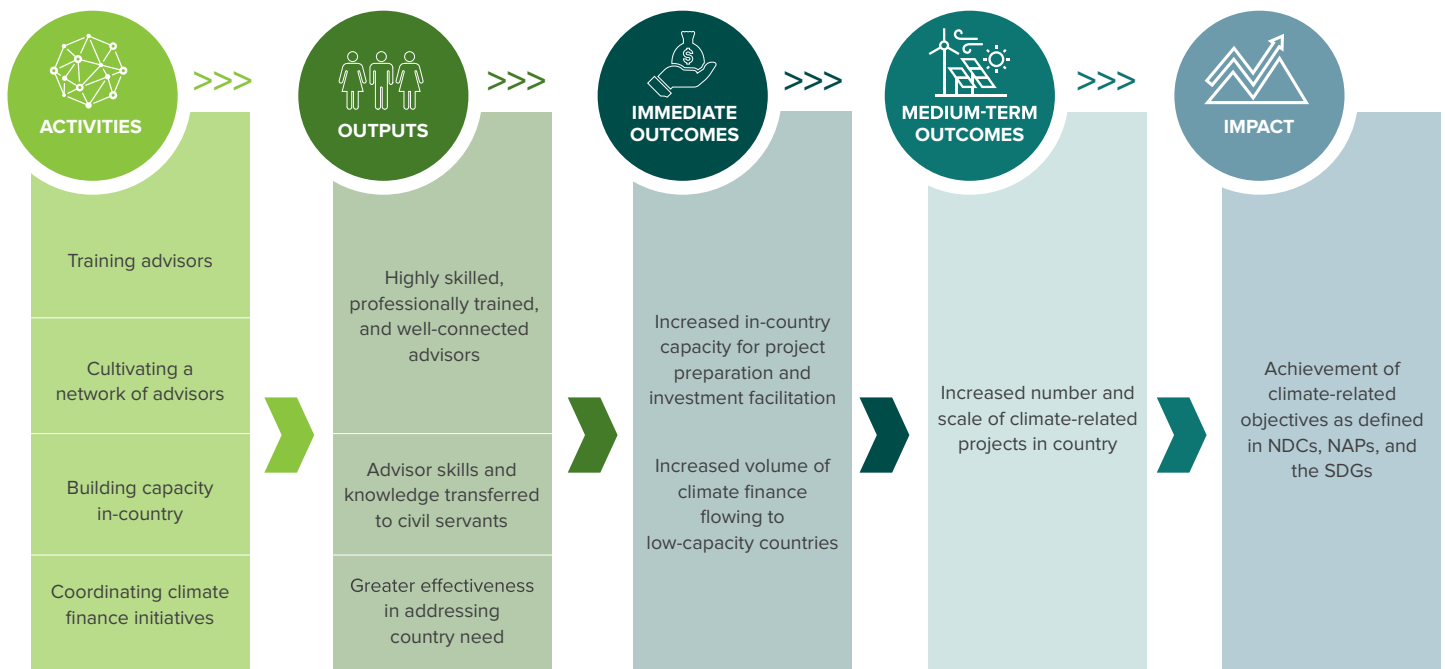
**2. Climate finance providers** reported difficulty identifying bankable project pipelines in low-capacity countries.

**3. Existing climate finance initiatives** expressed challenges in i) finding qualified advisors and ii) supporting advisors in-country.

**4. Advisors** struggle to i) access adequate training and ii) build professional networks.

Informed by these specific stakeholder challenges, the CFAN Theory of Change (Figure 5) details the program activities, the outputs that will result, and how these outputs track to immediate and medium-term outcomes, leading to the ultimate impact of achieving climate-related objectives.

**FIGURE 5**  
CFAN THEORY OF CHANGE



CFAN aims to support developing countries in securing and structuring finance for their priority climate projects. To resolve the stakeholder challenges enumerated above, program activities include advisor training, an advisor network, the transfer of knowledge to country officials, and the coordination of existing climate finance initiatives. These activities will lead to highly skilled, expertly trained and well-connected advisors, knowledge products and resources for stakeholders in-country, and greater program impact from existing climate finance initiatives. As a result, in-country capacity will increase, as will the volume of climate finance flowing to developing countries, and member initiatives will experience improved reputational benefits, leading to greater funding opportunities. Ultimately, by advancing the implementation of climate mitigation and adaptation projects, CFAN can support countries in achieving their climate-related targets.

## KEY PERFORMANCE INDICATORS

The outcomes and impact listed in the Theory of Change can be evaluated by various Key Performance Indicators (KPIs) used to measure program success (Table 2). While KPIs can be useful for evaluating program impact, it will be difficult to prove causality between the program and the resulting impact because progress could be attributed to a number of factors. CFAN will work with a monitoring and evaluation specialist to identify the means of verification to measure and secure baseline information for each KPI and track progress. Additionally, although it might not be realistic to measure emissions reduced as a KPI, it might be possible to source qualitative data from the climate projects of individual countries to demonstrate the climate impacts resulting from the projects supported by a CFAN advisor.

**TABLE 2**

KEY PERFORMANCE INDICATORS

IMPACT GOAL	KEY PERFORMANCE INDICATORS
Increased in-country capacity to access and structure climate finance	<ul style="list-style-type: none"> <li>• Number of countries with advisors</li> <li>• Number of embedded advisors with finance training</li> <li>• Number of in-country stakeholders trained in accessing and structuring finance</li> </ul>
Increased volume of climate finance disbursed to developing countries	<ul style="list-style-type: none"> <li>• Annual deal volume and average deal size of climate-related investments in CFAN countries</li> </ul>
Improved reputational benefits for members and increased funding opportunities	<ul style="list-style-type: none"> <li>• Funding to member initiatives for advisors</li> </ul>
Achievement of climate-related objectives as defined in NDCs, NAPs, and the SDGs	<ul style="list-style-type: none"> <li>• Annual progress toward climate-related objectives in participating countries</li> </ul>

# The Benefits: Countries, Donors, Member Initiatives, Advisors

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*“This initiative supports a well-functioning system that is critical to the effectiveness of the international system.” – Donor institution*

CFAN has been designed to benefit four groups of actors: countries, who have expressed nearly unanimous demand for climate finance advisors; donor countries and institutions, who have faced barriers in identifying high-quality projects and programs in developing countries; climate finance initiatives, who have recognized the need to move from planning and analysis into project implementation; and advisors themselves, who may have requisite training and experience in climate policy and proposal preparation, but lack the financial expertise to effectively structure climate-aligned investments. For each actor, CFAN offers several benefits (Table 3).

## COUNTRIES

CFAN aims to alleviate the challenge of structuring and accessing climate finance that developing countries face by **increasing the quantity of in-country advisors** dedicated to navigating the climate finance system and accessing various funding opportunities. This is achieved by matching donor appetite to meet the increased demand for developing country advisors with the improved supply of advisors that have been better trained and whose initiatives are coordinated. CFAN also **ensures faster advisor deployment** by liaising between countries requesting advisors and the myriad initiatives deploying these advisors. In addition, by providing rigorous climate finance training and establishing relationships between advisors and funding institutions, CFAN **improves the quality and preparedness** of advisors on-the-ground.

These better trained, more quickly deployed, and more numerous advisors can help facilitate the creation of clear, concise, and concrete climate investment opportunities that will be attractive to donors, thus **increasing resources available to developing countries** to accelerate the fulfillment of their climate goals. As many developing country

officials echoed, “Sometimes we get funds, but they’re not adequately disbursed. It’s not only accessing finance; it’s creating the projects that will be attractive for finance.” Finally, through innovative programming on knowledge transfer, such as in-country trainings for local officials, **CFAN ensures that climate finance capacity remains in-country long-term.**

## DONORS

CFAN aims to maximize the effectiveness of climate funding by generating bankable project pipelines, and by building lasting in-country capacity, thus reducing the need for future funding. Donors have repeatedly expressed the difficulty of identifying high-quality projects and programs, particularly in low-income countries. “These countries don’t need general advisors or international consultants. They do need more technical expertise to help identify clear, concrete investment opportunities that one can take to funders or financiers,” explained one donor representative. CFAN advisors will directly address this barrier by **generating concrete climate investment proposals and working with these countries to develop viable project pipelines.**

CFAN not only provides clearer investment opportunities, but also builds lasting in-country capacity through knowledge transfer and local trainings. CFAN’s emphasis on building in-country capacity **diminishes the need for future funding** by accelerating countries’ climate goal trajectories and creating domestic, long-term expertise. In addition, CFAN offers improved coordination among climate finance initiatives, making duplicate projects obvious and ensuring **more effective management of resources** provided by donors. By coordinating the network of actors offering climate finance advisors, CFAN will minimize and streamline funding requests from member initiatives. Ultimately, better

coordination among these actors will not only improve resource management, but also **increase direct impact**. The knowledge management and transfer aspect of CFAN, as well as development of relationships between donors and advisors, will lead to more efficient operations, and thus increase the direct impact of funded projects.

## MEMBER INITIATIVES

CFAN has been designed to accelerate the on-the-ground impact of member initiatives by providing **rigorous, climate-finance-specific training** to the advisors hired by these initiatives, therefore improving the efficacy of the advisors. Training provided by CFAN also eliminates the need for member initiatives to develop and run their own trainings. In addition, CFAN offers ongoing support to advisors through on-demand technical guidance as well as access to a network of advisors carrying out similar work. These network benefits not only amplify the impact of the

member initiative, but also reduce the management responsibilities of member initiatives.

CFAN also helps **generate demand from developing countries** for the services offered by member initiatives by making climate finance more accessible and advisors better prepared. In this sense, CFAN can also offer greater visibility to member initiatives seeking to expand their work into new countries or regions. Relatedly, CFAN offers members a **connection to other initiatives undertaking similar work**, thus enabling initiatives to more quickly identify gaps in the system and design solutions with a high degree of additionality. Finally, by building a platform for coordination and collaboration among member initiatives, CFAN **increases member initiatives' visibility and political salience**, providing greater exposure, reputational benefit, and funding opportunities for each member.





## ADVISORS

Ultimately, both CFAN’s and member institutions’ efforts to catalyze climate finance mobilization and structuring in developing countries rest on the work of the climate finance advisors. CFAN’s rigorous climate finance advisor training not only accelerates countries’ fulfillment of NDCs and other climate goals, but also **enhances advisors’ skillsets and careers**. The networking component of CFAN, which develops a web of climate finance

advisors worldwide, enables **knowledge sharing** steeped in real-time, real-world advisor experience and therefore provides **improved support for each deployed advisor**. Finally, by facilitating the development of relationships between advisors and international financial institutions/ donor organizations, CFAN **improves advisors’ professional development and strengthens their personal networks**.

**TABLE 3**  
SUMMARY MATRIX OF BENEFITS PER STAKEHOLDER

STAKEHOLDER	SHORT-TERM BENEFITS	LONG-TERM BENEFITS
Countries	Increased quantity of advisors deployed	Increased resources through improved project fundability
	Faster advisor deployment	Increased capacity
Donors	Development of viable project pipelines	Decreased need for future funding
	More effective resource management	Improved direct impact of funded projects
Member Initiatives	Advisor climate finance training	Improved knowledge sharing, enhanced additionality
	Increased project demand from developing countries	Increased visibility and political salience
Advisors	Improved subject matter expertise	Improved skillset and career more broadly
	Enhanced ongoing support	Strengthened and broadened personal network

# The Structure: Roles And Responsibilities

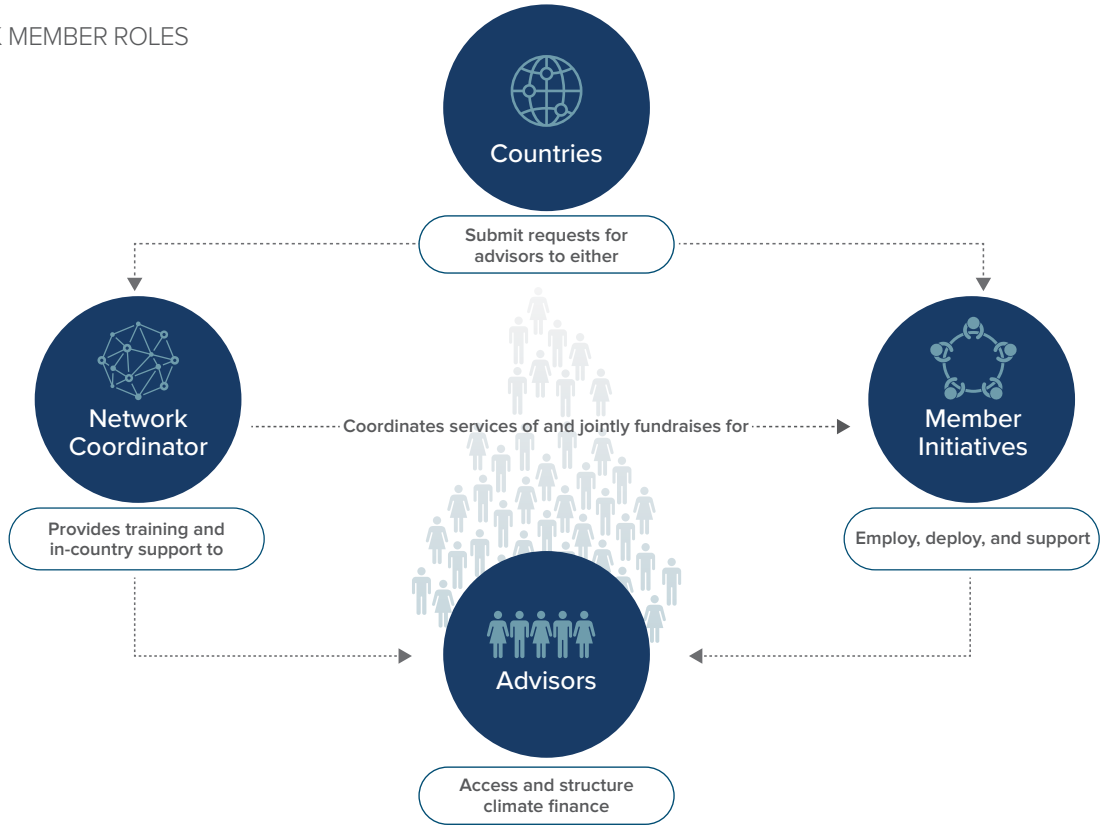
With the aim of enhancing and complementing the current landscape of climate finance initiatives, CFAN will be composed of existing institutional platforms and will leverage the existing capacity of member initiatives. By building on a foundation of member initiatives working with advisors around the world, CFAN’s decentralized structure constitutes a diverse, regionally balanced, and globally driven initiative.

**During design consultations, representatives from developing countries, donor institutions, and climate finance initiatives agreed on the importance of capitalizing on the existing resources within participating initiatives rather than creating new governance bodies and structures for program implementation.** Accordingly, CFAN will have a decentralized operational structure wherein the programmatic and administrative functions are divided and delegated across network members.

Each network member plays an integral role in the CFAN operational structure (Figure 6). At a high level, the operational structure can be described as follows:

- Countries drive and inform the network through demand for advisors and through ongoing input on country needs.
- In response to country demand, member initiatives recruit and deploy advisors or support network services, such as in-country trainings.
- Meanwhile, the network coordinator supports member initiatives through training advisors, providing ongoing support in-country, and through joint fundraising. The network coordinator also ensures in-country knowledge transfer beyond the tenure of the advisor.

**FIGURE 6**  
NETWORK MEMBER ROLES



Details of the operational structure are elaborated in the following sections, with roles and responsibilities broken out by network member.

## ROLE OF COUNTRIES

**As a demand-driven initiative, CFAN will work only in countries expressing the need for a CFAN advisor.** In addition, ongoing engagement by host countries will ensure CFAN responds directly to country priorities. A country interested in securing a CFAN advisor can express demand to any network member, including the network coordinator or member initiatives. Once demand has been established, host countries will play the following roles:

- 1. Communicate activities and projects:** Countries will be expected to articulate the specific activities or projects requiring advisor support. This communication will help recruit the best advisor to serve country needs and ensure advisors receive training tailored for success in-country.
- 2. Participate in the hiring process:** Countries will be asked to help prepare the advisor terms of reference, review advisor applicants, and work with the member initiative to select an advisor.
- 3. Identify host ministry or office:** Countries should determine the appropriate host institution in-country to enable advisor success. Importantly, the advisor should sit within a ministry or office with decision-making authority on climate finance. This ministry or office will also be asked to provide office space and support for obtaining advisor visas and work permits.
- 4. Support knowledge transfer:** Countries should communicate with CFAN throughout advisor deployment. Ongoing collaboration between CFAN and host countries, including reports of advisor performance and progress, will support in-country knowledge transfer and reinforce the network capacity to support advisors globally and over time.

## ROLE OF MEMBER INITIATIVES

Member initiatives will engage with CFAN in one of two ways: **enrolling advisors and/or supporting network services.** Member initiatives with a track record in recruiting and deploying climate finance advisors will continue to undertake these functions as part of CFAN. Specifically, member initiatives may undertake the following responsibilities:

- 1. Recruiting and hiring advisors:** Member initiatives will be responsible for recruiting and hiring climate finance advisors to meet country needs. While the network coordinator can support the member initiative in sourcing and evaluating candidates, the member initiative will ultimately be responsible for signing contracts with advisors, and then nominating these advisors for participation in CFAN.
  - 2. Developing the advisor's terms of reference:** Member initiatives will lead the process of drafting terms of reference for advisors to sign prior to deployment. The terms of reference will outline the advisor's commitment, reporting expectations, and host institution. Member initiatives will be expected to collect and incorporate country input such that each advisor's terms of reference will be tailored to and informed by the context and needs of each country. Member initiatives can utilize the network coordinator as a resource in this process.
  - 3. Managing advisor deployment:** Member initiatives will make administrative arrangements with the host institution to enable the appropriate visa and scope of in-country privileges and immunities.
- Member initiatives may also play a role in supporting network services, such as developing or facilitating the advisor and in-country training programs:
- 4. Supporting advisor training:** Member initiatives with a track record in designing and implementing climate finance training may support the design, logistics, and implementation of the advisor cohort training.

### 5. Supporting in-country knowledge transfer:

Member initiatives will assist the network coordinator and in-country advisors to enhance country capacity through in-country training opportunities for civil servants.

Not all member initiatives will undertake all roles described above. For example, initiatives with expertise and experience in advisor training may be asked to support the network coordinator in delivering these services but would not be asked to also enroll advisors.

## ROLE OF NETWORK COORDINATOR

RMI will perform the role of network coordinator with the goal of facilitating the member initiatives, countries, and advisors in achieving the CFAN vision. Established in 1982, RMI is an independent nonprofit that drives market-based solutions to climate change by working collaboratively with all parties—from incumbents to disruptors. A senior leadership team drawn predominantly from the private sector oversees a staff of 250 technical, economic, financial, and policy experts.

With the objective to complement and reinforce efforts of existing institutions, the network coordinator will strive to synchronize CFAN activities to accommodate programmatic and funding timelines of member initiatives and donors. The specific roles of the network coordinator include:

1. **Identifying country demand:** The network coordinator will work across member initiatives to identify and track country demand for CFAN advisors, including identifying and connecting countries interested in CFAN with member initiatives and mapping existing initiatives to avoid duplication and ensure complementarity.
2. **Supporting member initiatives and countries:** The network coordinator will support both member initiatives and countries throughout the advisor hiring and recruiting processes. This role includes supporting drafts for advisor terms of reference and working with countries to identify the appropriate host institution.
3. **Designing and hosting advisor training:** The network coordinator will lead curriculum design and handle logistics for CFAN advisor cohort trainings. The network coordinator may contract support from member initiatives to help in this role.
4. **Supporting advisors in-country:** The network coordinator, in its knowledge management function, will provide ad-hoc technical support to advisors in-country and administer a virtual platform to facilitate need-based, peer-to-peer advisory support. The network coordinator will house at least one senior structured finance advisor experienced in the range of responsibilities that CFAN advisors may encounter on the ground and positioned to serve as a direct line for guidance and advice.
5. **Ensuring in-country knowledge transfer:** The network coordinator will document the challenges, lessons, and successes of advisors working in-country and will be responsible for sourcing and disseminating information both within the program and externally to the international climate finance community. Additionally, the network coordinator, with support from member initiatives, will host in-country trainings for government officials to ensure the transfer of knowledge and to establish enduring capacity for climate finance access and structuring beyond the advisor tenure.
6. **Fundraising and budgeting:** The network coordinator will secure funding to support CFAN network services, including building and managing donor relationships and managing initiative financials and budgets.

## GOVERNANCE

As a decentralized structure, each CFAN member initiative will be expected to employ their respective staff and enter into employment contracts with their own advisors. Member initiatives will also continue to 1) manage contracts with participating countries, 2) enter into contribution agreements with funding organizations, and 3) manage and allocate financial resources. As network coordinator, RMI will need to employ additional staff for the management of the network and enter into agreements with relevant institutions providing services to the network.

Since CFAN comprises existing initiatives, each with their own governance structure, the network itself will require minimal additional governance. Rather than establishing a steering committee, CFAN will be governed by a **coordinating committee** comprising one representative from each member initiative and one representative from each donor institution as well as a rotating group of representatives from countries hosting a CFAN advisor. To minimize bureaucracy and maximize programmatic impact, this coordinating committee will convene bi-annually, unless otherwise necessary.

Overall, the coordinating committee will be responsible for providing strategic guidance and ensuring that CFAN is cost-effectively achieving its objectives. While the legal requirements of member initiatives will vary and may require MOUs with the network coordinator, a set of governing principles will steer program oversight. The final principles

will ultimately be determined by the members of the coordinating committee, and may include the following:

1. **Coordinating committee responsibilities:** define the composition, responsibilities, decision-making authority, and scope of governance functions of the coordinating committee.
2. **Member initiative responsibilities:** outline the functions, contractual agreements, and requirements of member initiatives participating in the network, such as the provision of data relevant to the network KPIs.
3. **Network coordinator responsibilities:** define the expectations and administrative requirements of the network coordinator, as well as determine restrictions in overhead.
4. **Country selection principles:** detail country selection criteria, including economic considerations and capacity constraints.
5. **Advisor enrollment principles:** finalize advisor qualifications and requirements for advisor participation in the network.
6. **Fundraising principles:** govern the terms of financial contributions to CFAN and outline funding options for member participation in the network



# The Resources: Funding And Budget

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CFAN has been designed to reduce operational costs by building directly on existing initiatives. Whereas member initiatives will bear the cost of employing and deploying advisors (including advisor compensation, travel, living expenses, and other in-country costs where applicable), the network coordinator and member initiatives will need to mobilize resources to enable RMI to operate the network and deliver the following services:

- 1. Member services:** CFAN will offer several services to member initiatives, including assessing demand for climate finance advisors, drafting advisor terms of reference, identifying and reviewing candidates, and mobilizing resources.
- 2. Advisor training:** CFAN will design and execute the six-week climate finance bootcamp. Costs include developing the curriculum, managing logistics and travel for all advisors, contracting training and facilitators to deliver the training, and arranging meetings with donors.
- 3. Advisor support in-country:** Once advisors have arrived in-country, CFAN will continue to offer a range of services, including on-demand technical advisory, webinars and workshops, financial tools and resources, and regular check-ins with CFAN staff.
- 4. Knowledge transfer:** In addition to supporting advisors in-country, CFAN will also work to ensure knowledge transfer to civil servants through in-country trainings and workshops. CFAN will bear the costs of developing thematic or regional clusters for these trainings, developing the curriculum, managing logistics, and delivering training. CFAN will also bear the cost of working with a monitoring and evaluation specialist.

## ESTIMATED BUDGET

The network costs above can be described as a lump sum budget, or on a per advisor basis. The total cost to deliver the services (not including direct costs of hiring advisors) implies an annual budget of approximately \$2.4 million. Assuming 30 advisors are part of CFAN via member initiatives, **this equates to \$40,000 per advisor per year.** This budget captures 1) the labor costs of the network coordinator (including the CFAN Director, a senior structured finance advisor, and a small support staff), 2) contracting to initiatives that will design and execute both the advisor and in-country trainings, 3) travel for both network coordinator staff and advisors, as well as additional expenses associated with the advisor training (housing, per diems, and venue).

## FUNDING MODELS

CFAN will be structured to receive funding from a variety of sources, including (1) donor governments via bilateral agencies; (2) multilateral funds, including the Green Climate Fund (GCF) and Global Environment Facility (GEF), and (3) philanthropic foundations and private corporations such as commercial banks. Funders can support CFAN, either by contributing directly to the network coordinator or to one of the CFAN member initiatives. Bilaterals and multilaterals may choose to either fund the network coordinator directly, or to provide funding to member initiatives with funding earmarked for CFAN. Philanthropic donors would likely fund the network coordinator directly, thus reducing the cost to member initiatives to enroll advisors.

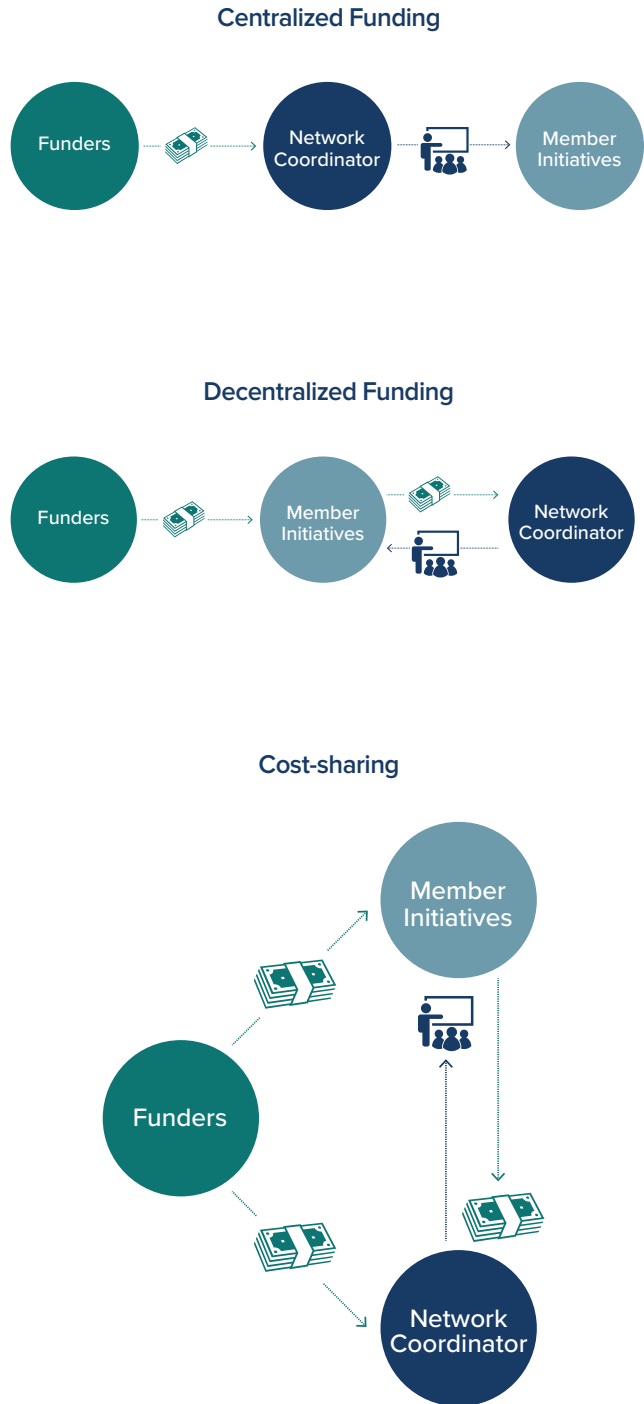
Given that CFAN is providing services that enhance the impact of member initiatives, it would be reasonable for those initiatives to contribute to the costs of maintaining the network. However, the

network coordinator will actively fundraise to reduce the financial burden on member initiatives and will be structured to receive funds directly from bilaterals, multilaterals, and philanthropies. As such, the costs of the network coordinator can be supported in several compatible ways, including the following models:

1. **Centralized:** The network coordinator fundraises for the full network cost on behalf of member initiatives. A donor could choose to support a portion of the costs of the network coordinator, or could provide funding for specific services (e.g., development and delivery of the advisor training, knowledge transfer via in-country workshops). Member initiatives would enroll advisors at no additional cost to their initiative.
2. **Decentralized:** Member initiatives support network costs by funding the network coordinator on a per-advisor basis (i.e., the network coordinator would require a certain amount of funding for each advisor) or on an initiative basis (i.e., the network coordinator would require a flat amount for each participating initiative, regardless of how many advisors are enrolled).
3. **Cost sharing:** The network coordinator fundraises for a portion of the program budget, and member initiatives fundraise to cover the remaining portion of network costs at a discounted rate per advisor or subsidized rate per initiative.

While the network coordinator will not directly provide funding to member initiatives, the network coordinator will support the efforts of these initiatives to fundraise for climate finance advisors. This support may take two forms: 1) the network coordinator may partner with one initiative to prepare and submit a funding proposal for that initiative, or 2) the network coordinator may prepare proposals for CFAN, which would include some funding for the network coordinator and some funding for member initiatives. In either case, CFAN will support member initiatives in identifying and pursuing funding proposals.

**FIGURE 7**  
THREE FUNDING MODELS



# The Plan: Path To Implementation

With the goal of training and deploying 30 climate finance advisors by the end of 2020, CFAN will undertake the following actions:

- **Member initiative engagement:** RMI will work with member initiatives to identify and coordinate opportunities for advisor deployment based on country interest. RMI will also work with member initiatives to gauge eligibility among existing advisors.
- **Country engagement:** RMI will follow up with the countries that expressed interest in a CFAN advisor during the demand assessment and will work with member initiatives to coordinate the various requests for support received from countries to date.
- **Donor engagement:** RMI will work to secure funding from a mix of bilateral and multilateral sources to support the work of the CFAN network coordinator and will explore funding opportunities from bilateral, multilateral, and philanthropic sources to fund the enrollment of the first class of advisors in the CFAN training.
- **Governance:** RMI will work with member initiatives, countries, and donors to determine the composition of the coordinating committee and assist the committee in developing the governing principles.
- **Communications:** RMI will develop a website allowing countries to discover available services, climate finance initiatives to find qualified candidates, donors to identify funding opportunities, and a platform to map current climate finance activities and congregate knowledge products.
- **Develop network services:** RMI, with support from member initiatives and in response to country needs, will develop the products and services necessary to serve as network coordinator including the curriculum for the training program and knowledge products to support advisors in-country. The network coordinator will also hire staff and consultants to design and execute the training and support advisors with on-demand technical advice.



**TABLE 4**

## PROPOSED 2020 MILESTONES

	Q1 2020	Q2 2020	Q3 2020	Q4 2020
<b>Member Initiative Engagement</b>		Member initiatives post advisor job descriptions	Member initiatives and countries contract advisors	Member initiatives deploy advisors
<b>Country Engagement</b>		Network coordinator and member initiatives identify first cohort of countries		
<b>Donor Engagement</b>		Network coordinator and member initiatives secure funding for first cohort		Network coordinator and member initiatives secure funding for second cohort
<b>Governance</b>		Coordinating committee established		
<b>Communications</b>		CFAN website launched		
<b>Network Services</b>	Network coordinator contracts training partners	Network coordinator staffed	Network coordinator finalizes training curriculum	Network coordinator hosts advisor training

# Appendix A.

## Expert Consultations

The list of interviewed climate finance experts is provided below. Their participation in this market survey does not imply their endorsement of the CFAN concept or any other aspect of this document. Throughout this

document, quotations are not attributed to individuals but rather their role in the system (e.g., developing country official, civil society representative).

CONTACT NAME	COUNTRY OR AFFILIATION
Amjad Abdulla	Maldives
Mahua Acharya	Global Green Growth Institute
Mozaharul Alam	United Nations Environment Programme
Bilal Anwar	Commonwealth Climate Finance Access Hub
Chizuru Aoki	Global Environment Facility
Mohamed Asif	Maldives
Diann Black-Layne	Antigua and Barbuda
Katie Blackman	Commonwealth Climate Finance Access Hub
Georg Borsting	Norway
Rob Bradley	World Resources Institute
Jessica Brown	Climate Policy Initiative
Ian Callaghan	Climate Finance Accelerator
Randy Caruso	United States
Isabel Cavalier	Mission2020
Sarah Conway	Independent Consultant
Joanna Dafoe	Canada
Dany Drouin	Canada

CONTACT NAME	COUNTRY OR AFFILIATION
Julia Ellis	Climate Policy Initiative
Mahlet Eyassu Melkie	Climate Analytics
Delphine Eyraud	France
Zaheer Fakir	South Africa
Burhan Gafoor	United Nations, Permanent Mission of Singapore
Sean Gilbert	World Resources Institute
Marenglen Gjonaj	UNFCCC
Milena Gonzalez Vasquez	Global Environment Facility
Veronica Gundu-Jakarasi	Zimbabwe
Selwin Hart	Embassy of Barbados
Ryan Hobert	United Nations Foundation
Juan Hoffmeister	Green Climate Fund
Outi Honkatukia	Finland
Ari Huhtala	Climate & Development Knowledge Network
Saleemul Huq	International Institute for Environment and Development
Vibhuti Jain	Power Africa



CONTACT NAME	COUNTRY OR AFFILIATION
Farrukh Kahn	UN Secretary General, Climate Change Support Team
David Kaluba	Zambia
Alexia Kelly	Electric Capital Management
Lori Kerr	Climate Finance Advisors
Sumalee Kholsa	Global Green Growth Institute
Rachel Kyte	Sustainable Energy for All
Gaia Larsen	World Resources Institute
Tibor Lindovsky	UNFCCC
Bernd-Markus Liss	GIZ Climate Finance Ready
Anthony Mansell	Climate Advisers
Leonardo Martinez-Diaz	World Resources Institute
Mareer Mohamed Husny	Maldives
Edmund Mortimer	Australia
Alex Mulisa	Global Green Growth Institute
Benito Müller	Oxford Climate Policy
Dennis Mutschler	GIZ Climate Finance Ready
Richard Muyungi	Tanzania
Seyni Nafo	Mali
Evans Njewa	Malawi
Pete Ogden	United Nations Foundation
Camille Palumbo	Independent Consultant

CONTACT NAME	COUNTRY OR AFFILIATION
Mariana Panuncio-Feldman	World Wildlife Fund
Gareth Phillips	African Development Bank
Clifford Polycarp	Green Climate Fund
Sergio Portatadino	Tony Blair Institute for Global Change
Leo Roberts	Climate & Development Knowledge Network
David Rodgers	Global Environment Facility
Athena Ronquillo-Ballesteros	Growald Family Fund
Jagjeet Sareen	World Bank Group
Agus Sari	Landscape Indonesia
Liane Schalatek	Heinrich Böll Foundation
Stefan Schwager	Switzerland
Hugh Sealy	Grenada
Todd Stern	Independent Consultant
Elan Strait	World Wildlife Fund
Cheikh Sylla	Senegal
Joe Thwaites	World Resources Institute
Yolando Velasco	UNFCCC
Gareth Walsh	Tony Blair Institute for Global Change
Erik Wandrag	Power Africa
David Waskow	World Resources Institute
Charlene Watson	Overseas Development Institute

# Appendix B.

## Overview of Initial Member Initiatives

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The following organizations form the initial group of CFAN member initiatives due to their existing programmatic focus on embedding climate advisors, and/or their experience managing capacity-building in-country.

- **AAI**, established in 2015 at COP21, recently drafted a GCF Readiness proposal which aims to address both upstream and downstream climate activities in order to expedite the implementation of NDCs. AAI's GCF Readiness proposal focuses on raising climate awareness, supporting knowledge management, encouraging resource mobilization, conducting monitoring and evaluation, as well as facilitating partnership-building in the climate space on the African continent. With AAI's support, 27 countries will submit GCF Readiness proposals in February 2020.
- **GGGI**, established in 2012, has 46 country programs and 27 country projects. It has focused on supporting roadmaps and planning processes for green growth capacity, as well as on negotiation processes in least developed countries. However, the initiative has more recently shifted to building capacity around project development and finance and is currently in the process of establishing five hubs for green finance.
- **LEDS GP**, founded in 2011, advances information exchange and technical cooperation across practitioners and policymakers to assist developing countries and regions to design and implement low emissions development strategies. LEDS GP operates regional platforms in Africa, Asia, Europe, Eurasia, Latin America and the Caribbean and works with over 300 institutions.
- **The NDC Partnership**, launched in 2016 at COP22, represents a coalition of over 120 countries, institutions, and non-state actors working to achieve ambitious climate action while enhancing sustainable development. Now with advisors placed in 22 low- to middle-income countries, NDCP provides a range of services, from identifying country finance needs, to mobilizing domestic budgets, support mitigation and adaptation investments, and monitoring and evaluation. To date, the initiative has focused on developing country engagement strategies and has recently begun to develop its climate finance strategy.

# Appendix C.

## Climate Advisor Snapshot

Figure 10 illustrates the countries in which three initiatives – the NDC Partnership, Commonwealth CFAH, and GGGI – are working with in-country climate advisors as of December 2019. Importantly, the scope of work for these advisors does not always include accessing and structuring finance, but

rather spans a range of activities relating to climate policy and finance. The data in Figure 10 and Table 5 below is presented to demonstrate the existence of embedded climate advisors globally but is not exhaustive of all global climate finance programming.

**FIGURE 10**  
EMBEDDED ADVISOR PRESENCE BY COUNTRY

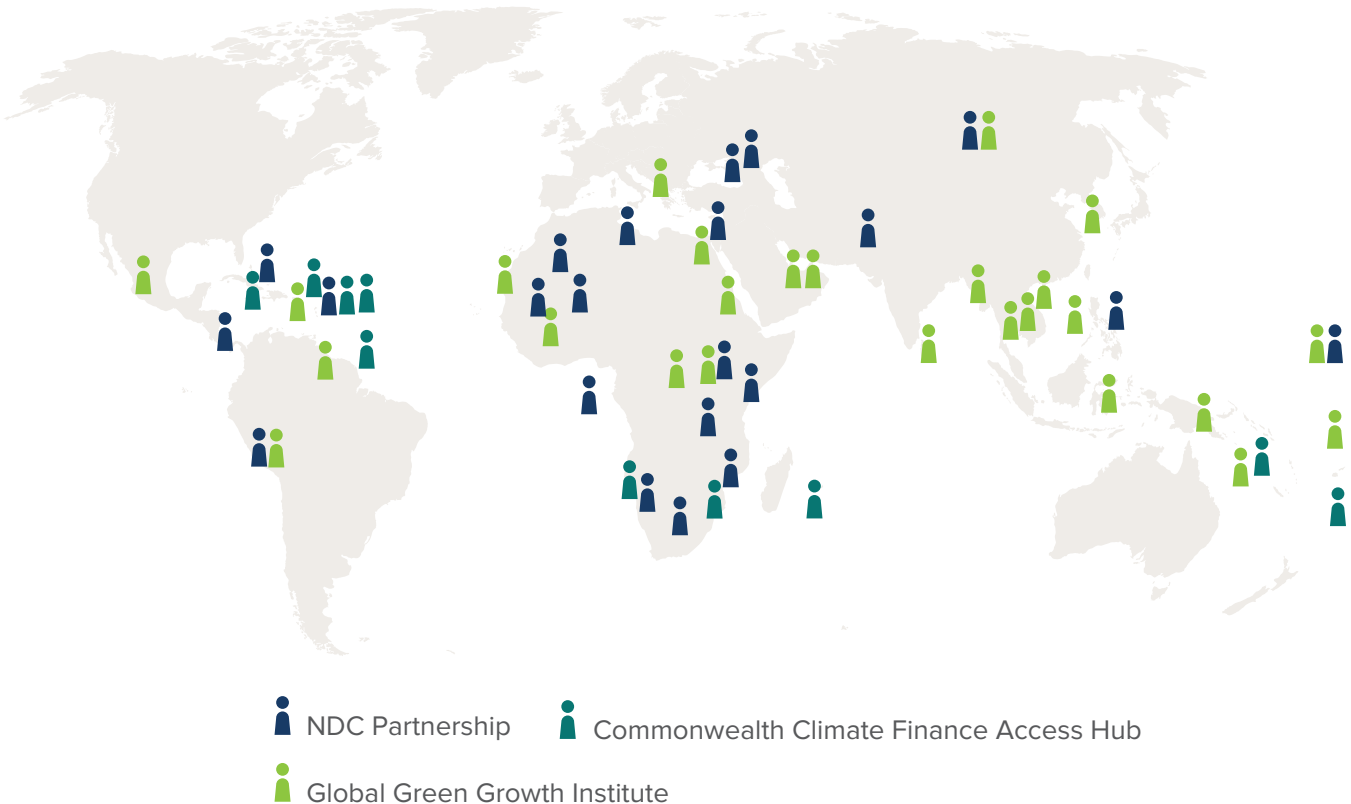


Table 5 indicates the countries in which organizations involved in CFAN's development have deployed, or plan to deploy, embedded climate advisors. Whereas

Figure 10 only represents currently deployed advisors, Table 5 also includes advisors these initiatives plan to deploy in 2020.

**TABLE 5**

INITIATIVES WITH AN ADVISOR PRESENCE BY COUNTRY

	NDCP <sup>1</sup>	CFAH <sup>2</sup>	GGGI <sup>3</sup>	AAI <sup>4</sup>
Angola				○
Antigua & Barbuda		✓		
Armenia	✓			
Bangladesh				
Barbados		✓		
Belize	○	○		
Benin				○
Burkina Faso	✓		✓	○
Cambodia			✓	
Cameroon				○
Cape Verde				○
Chad				○
Colombia	○			
Costa Rica	✓			
Cote d'Ivoire	✓			○
Democratic Republic of the Congo				○
Dominican Republic	✓			
Ecuador				

✓ Advisor currently deployed in country

○ Advisor planned for 2020

	NDCP <sup>1</sup>	CFAH <sup>2</sup>	GGGI <sup>3</sup>	AAI <sup>4</sup>
Equatorial Guinea				○
eSwatini		✓		○
Ethiopia	○		✓	○
Fiji			✓	
Gabon	○			
Georgia	✓			
Ghana				○
Guyana		✓	✓	
Guinea				○
Grenada	○			
Honduras				
Hungary			✓	
Indonesia			✓	
Jamaica		✓		
Jordan	✓			
Kenya	✓	○		
Kiribati			✓	
Korea			✓	

	NDCP <sup>1</sup>	CFAH <sup>2</sup>	GGGI <sup>3</sup>	AAI <sup>4</sup>
Lao PDR			✓	
Lebanon	○			
Madagascar				○
Mali	✓			○
Marshall Islands	✓			
Mauritius		✓		
Mexico			✓	
Mongolia	✓		✓	
Morocco	○			○
Mozambique	✓			
Namibia	✓	✓		
Niger				○
Nigeria	○			○
Pakistan	✓			
Papua New Guinea			✓	
Peru	✓		✓	
Philippines	✓		✓	
Republic of the Congo				○
Qatar			✓	
Rwanda	✓		✓	○

	NDCP <sup>1</sup>	CFAH <sup>2</sup>	GGGI <sup>3</sup>	AAI <sup>4</sup>
Saint Lucia	✓	✓	✓	
Sao Tome and Principe	✓			○
Senegal			✓	
Seychelles	○			○
Somalia				○
South Sudan				○
Sri Lanka			✓	
Sudan				
Thailand			✓	
Togo				○
Tonga		✓		
Tunisia	✓			
Uganda	✓		✓	
United Arab Emirates			✓	
Vanuatu		✓	✓	
Vietnam			✓	
Zambia		○		○
Zimbabwe	✓			
<b>Total (currently deployed and planned)</b>	<b>31</b>	<b>13</b>	<b>26</b>	<b>27</b>

✓ Advisor currently deployed in country

○ Advisor planned for 2020

<sup>1</sup> For NDC Partnership, the “✓” indicates countries that have worked with an advisor to support NDC implementation. The scope of this advisor may or may not include project-level financial access and structuring.

<sup>2</sup> For CFAH, the “✓” indicates countries currently working with a CFAH climate advisor.

<sup>3</sup> For GGGI, the “✓” in some cases indicates the presence of a climate finance advisor, whereas in others it simply indicates country presence regardless of the modality of climate-related efforts.

<sup>4</sup> For AAI, the “○” indicates countries that have submitted a GCF Readiness proposal for a climate finance advisor.





