
(Unofficial Document)

Training Modules

***Enhancing the technical and administrative capacities of
national executing entities and relevant stakeholders for
accessing and implementing climate finance***

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GCF Readiness and Preparatory Support Programme - Enhancing Country Capacity
for Accessing and Implementing Climate Finance Interventions in Nepal Project
(Delivery Partner to National Designated Authority - IUCN Nepal)

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ABBREVIATIONS AND ACRONYMS

AE	: Accredited Entity
AEPC	: Alternative Energy Promotion Centre
CDM	: Clean Development Mechanism
COP	: Conference of Party
DAE	: Direct Access Entity
DP	: Delivery Partner
DRR	: Disaster Risk Reduction
EE	: Executing Entity
ESS	: Environmental and Social Safeguard
EWP	: Entity Work Programme
FP	: Focal Point
GCF	: Green Climate Fund
GEDSI	: Gender Equality, Disability and Social Inclusion
GESI	: Gender Equality and Social Inclusion
GHG	: Greenhouse Gas
ITAP	: Independent Technical Advisory Panel
IUCN	: International Union for Conservation of Nature
NAP	: National Adaptation Plan
NCCP	: National Climate Change Policy
NDA	: National Designated Authority
NDC	: Nationally Determined Contribution
NEE	: National Executing Entity
PA	: Paris Agreement
PLCCC	: Province Level Climate Change Coordination Committee
UNFCCC	: United Nations Framework Convention on Climate Change
USD	: United States Dollor

1. INTRODUCTION

1.1 Green Climate Fund

Green Climate Fund (GCF) is established as a financial mechanism within United Nations Framework Convention on Climate Change (UNFCCC) established in COP 16 to help developing countries to invest in low carbon resilient development. It is also an operating entity for implementing a historic Paris Agreement¹. The GCF operates through the partner Accredited Entities (AEs) to mobilize different financial instruments interaction with countries and governments is done primarily through the National Designated Authorities (NDAs) or national focal points (FPs) as shown in figure 1 below.

The key features of the GCF's project/programs are country driven, through partner organizations, ranges of financing instruments, balanced allocation and risk taking. The core principle is to follow the country driven approach to turn NDC ambitions to climate action. GCF's country-driven approach is underpinned by capacity-building support through its Readiness Program that is available to all developing countries. The GCF's country-driven approach is supported by capacity-building through its Readiness Program, which is accessible to all developing countries.

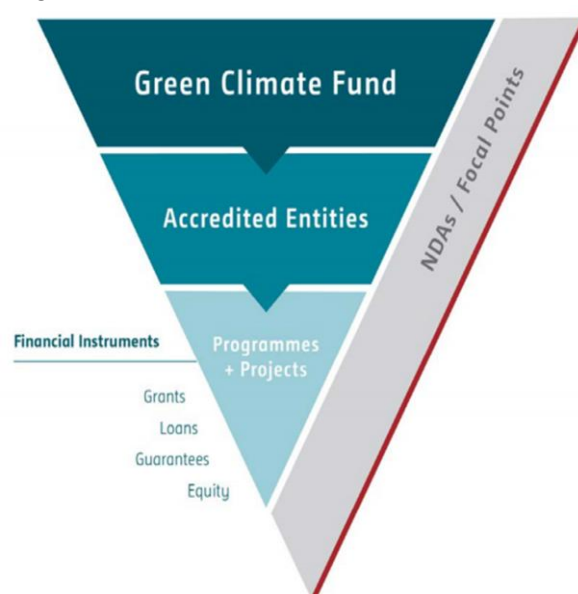


Figure 1: GCF's Architecture²

The AEs partner with GCF to implement the projects. There are 139 AEs so far accredited under GCF³. IUCN is accredited as AE on 08 March, 2016 which can implement the projects up-to medium size (250 million USD) with medium environment and social risk category (category B). The specialized fiduciary standards that IUCN accredited are the "project management" and "grant award". Currently, IUCN has a project portfolio amounting to USD 330 million in grants⁴.

¹ <https://www.greenclimate.fund/about>

² <https://ieue.greenclimate.fund/blog/country-ownership-times-international-assistance-what-are-we-learning>

³ <https://www.greenclimate.fund/about/partners/ae> (as of 19/12/2024)

⁴ <https://www.greenclimate.fund/ae/iucn>

IUCN is implementing readiness support programs to strengthen and enhance the capacity of the country's stakeholders and NDAs in Nepal through Enhancing Country Capacity for Accessing and Implementing Climate Finance Interventions in Nepal.

1.2 Structure of the manual

The training manual is structured logically to understand it with logical connection on the training need, types of modules and details of modules. For the ease of the reader, the chart below provides the outlook of this manual:

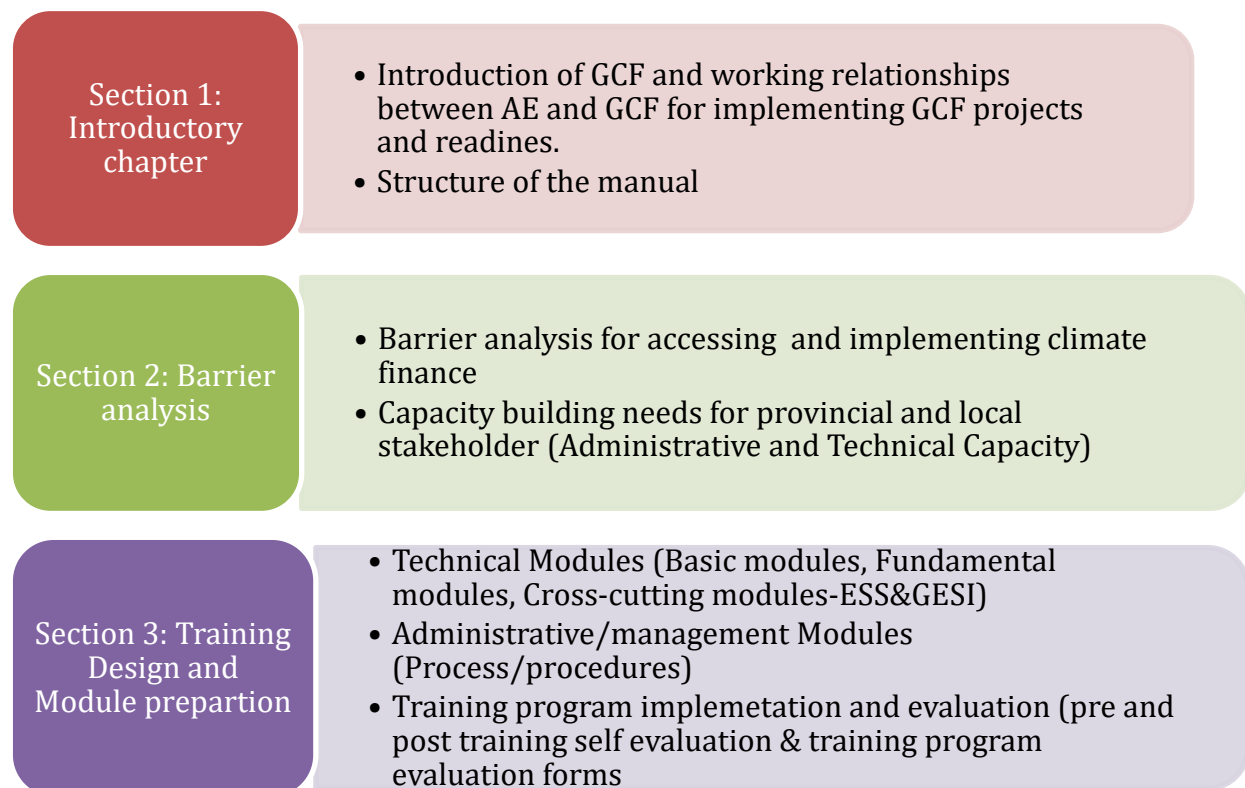


Figure 2: Structure of the training manual

2. BARRIER ANALYSIS AND CAPACITY NEED ASSESSMENT

2.1 Barrier analysis

IUCN together with NDA has developed this readiness program building on the previous readiness supports implemented by different agencies in Nepal. The previous readiness support was focused on building the capacity of the national level stakeholders and the to address policy gaps identified at national level. The National Climate Change Policy (NCCP) 2019⁵ identified that mobilization of financial resources, use of innovative technologies and coordination among the stakeholders may be the potential risks for the implementation of climate change policy in Nepal. To address these risks, Nepal has to access international climate and carbon financing and technology transfer from different international funds and entities while engaging relevant stakeholders plays an important role in the process of access to climate financing. The stakeholders should have been aware on the process and requirements of such climate financing to address these. While this is the risks identified by

⁵ National Climate Change Policy 2076 (2019), Nepal, https://www.icimod.org/wp-content/uploads/2021/07/National-Climate-Change-Policy_english_2019_compressed.pdf

the NCCP, the approved readiness proposal of IUCN⁶, identified some major barriers and the actions to address those barriers in the area of capacity to access climate financing in Nepal as below:

- Frequent transfer of local & provincial government staffs: Need continuous capacity building of new staffs to deal with climate finance issues
- Limited or no experience in adaptation planning and budgeting of provincial and local governments: Need to enhance the capacity and understanding about climate finance including GCF and prioritization of climate change activities at the provincial & local governments.
- Limited institutional capacity and knowledge of climate change policies and strategies at the provincial and local level: Need to update and increase knowledge on climate change policies of national and international levels.
- Focal points for climate change and disaster risk reduction (DRR) in many cases at local level are non-technical: Need to capacitate them on technical aspects of climate change risks and potential impacts of the projects/programs.
- The previous readiness programs were mainly focused only at federal level though National Adaptation Plan (NAP) establishes the Provincial Level Climate Change Coordination Committee (PLCCC) which is a new structure: Need to capacitate them on GCF on learning and engaging on preparation of climate financing.

2.2 Capacity Need Assessments in previous readiness programs

The previous readiness programs have conducted the capacity need assessments of the National Designated Authority (NDA) and national level stakeholders focusing to the Direct Access Entities (DAEs) and the candidate DAEs including potential executing entities (EEs). The Capacity Need Assessment and Capacity Development Action Plan (CDAP) prepared by NDA⁷ identified that there is gap of capacity to develop the bankable and good quality funding proposals. Therefore, the capacity enhancement on the preparation of bankable climate change projects should have specific focus for the national entities such as DAEs or potential executing entities. Alternative Energy Promotion Centre (AEPC) has conducted readiness need assessment⁸ identified a knowledge gap as a barrier in authorities at sub-national levels as they lack a comprehensive understanding of climate change, its associated risks and the potential impacts of proposed initiatives.

2.3 Capacity required and gap of the EE for accessing finance from GCF

As shown in the figure 1 above, GCF mobilizes its finances through the AE. However, there are various other stakeholders who acts as executing entity for development of the projects and implementation of the activities. As defined in the accreditation master agreement, an “Executing Entity” means any entity, which includes, as the case may be, a developing country which is a party to the Convention, through which GCF Proceeds are channelled or used for the purposes of a Funded Activity or part thereof, and/or any entity that executes, carries out or implements a Funded Activity, or any part thereof. For the avoidance of doubt, the

⁶ Enhancing Country Capacity for Accessing and Implementing Climate Finance Interventions in Nepal, an GCF readiness proposal approved by GCF with IUCN as Delivery Partner.

⁷ Yapp. J, Rijal. N.S. (2019): *Capacity Need Assessment and Capacity Development Action Plan for NDA (Unpublished)*

⁸ AEPC (2024): *Readiness Need Assessment Report, prepared by Multiscope-Green Innovative JV under “Readiness support for enhancing the capacity of NDA and other stakeholders for project pipeline development in Nepal”*

Accredited Entity may also carry out the functions of an Executing Entity⁹. AE can also act as an executing entity or may carry out and execute the project/programme fully or partially through one or more EEs. However, in many cases, the executing entities are private sectors, national and sub-national government entity, non-governmental organization etc. The figure 2 below illustrates the funding proposal approval cycle of GCF for accessing the climate finance.

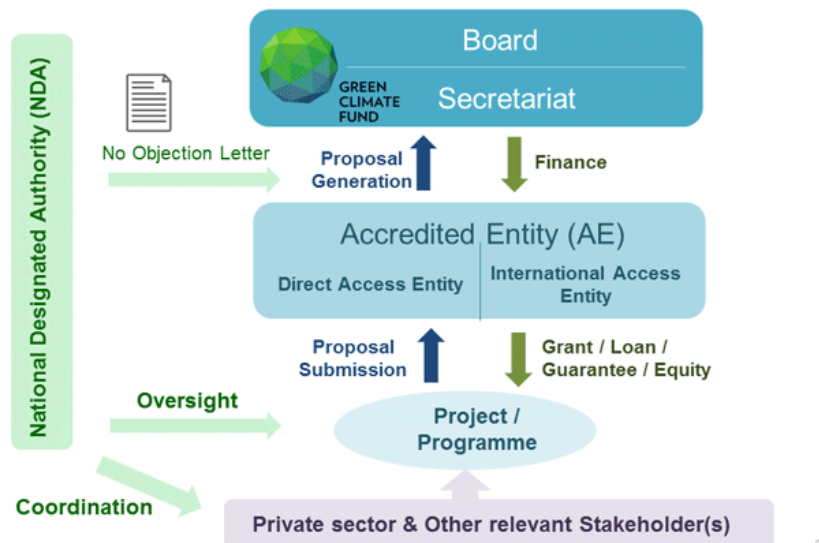


Figure 3: GCF's process for project development and financing¹⁰

The EE must have a legal personality and the capacity to have the required financial management and project implementation capacity, as well as the capacity to carry out the project in accordance with the policies and procedures of and contractual obligations stipulated by the AE¹¹. One of the factors in assessing the project success in GCF is the management and experience of the Accredited Entity (AE) and Executing Entity (EE)¹². The AE and/or EE's track records and relevant experience and expertise in similar or relevant circumstances.

In this context, the EE must of the managerial/administrative capabilities to adhere with the process and programming of GCF while ensuring the meaningful engagement of stakeholders. On the other hand, EE must have technical know-how specially in climate change context understanding the climate project and development projects, climate rationale and impacts, the global and national context and understanding the opportunities for global climate financing. The figure 3 below illustrates the capacity gap of the potential EEs (provincial and local) and other national implementing/executing entities in the context of accessing the finance from GCF:

⁹ GCF, (2020): GCF programming manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects

¹⁰ Ministry of Environment, Japan: https://www.env.go.jp/en/earth/cc/gcf_ctcn/index.html

¹¹ GCF, (2020): GCF programming manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects

¹² GCF, (2022): *Appraisal Guidance: A comprehensive guide to the tools and due diligence processes used to review and assess concept notes and funding proposals*

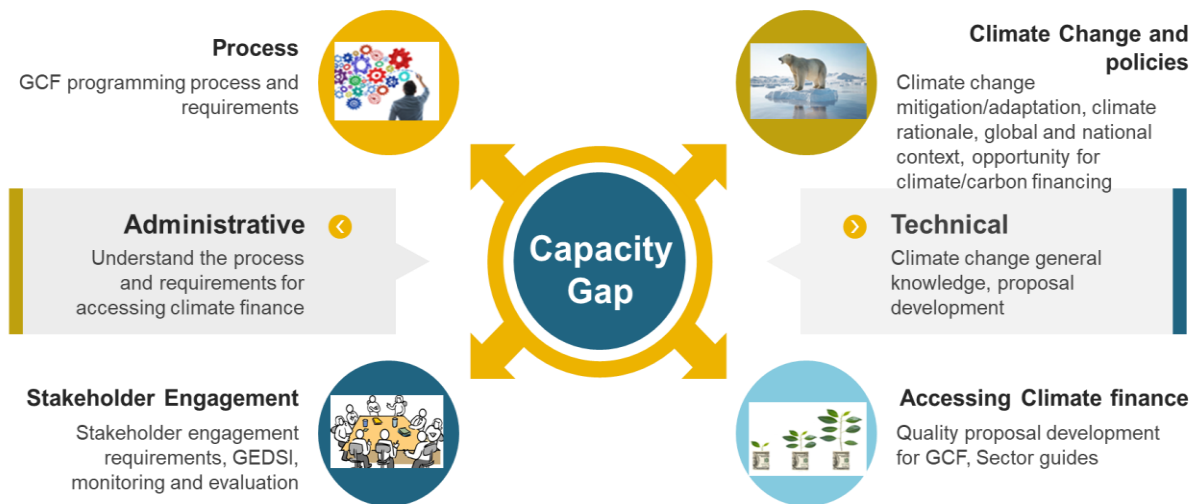


Figure 4: Administrative and technical capacity gap of EE in accessing climate finance for sub-national stakeholders

2.4 Objectives and outcomes of the readiness

Considering the gaps and barriers at sub-national levels (provincial and local levels), IUCN has developed a readiness proposal to address these gaps. The main objectives of this readiness that contributes to the 4 GCF readiness objectives and the outcomes as below:

- **Objective 1: Capacity Building**
 - Outcome 1.1: Country NDAs or focal points and the network/ systems that enable them to fulfil their roles, responsibilities and policy requirements are operational and effective.
 - Outcome 1.3: Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities.
- **Objective 2: Strategic Frameworks**
 - Outcome 2.3: Entity Programmes of accredited direct access entities developed, that are aligned with the priorities of the countries, including Country Programmes and the GCF result areas
- **Objective 4: Paradigm-shifting pipeline development**
 - Outcome 4.1: An increase in the number of quality project concept notes developed and submitted
- **Objective 5: Knowledge Sharing and Learning**
 - Outcome 5.1: Best practices with respect to institutional capacity building and coordination, direct access, and pipeline development are developed and disseminated to strengthen engagement by NDAs, DAEs, and delivery partners with the GCF

One of the outputs of this readiness under the Objective 1 above is “Output 1.3.1 Capacity of provincial level stakeholders including executing entities, civil society organizations and private sector actors in planning, programming and implementation of GCF funded project activities strengthened” which is actually designed and proposed to address the gaps identified above related to administrative and technical capacity of the provincial and local stakeholders. More specifically, an activity “Activity 1.3.1a: Develop training program to enhance technical

and administrative capacities of the critical national executing entities (NEEs) and relevant stakeholders at the provincial and local levels, incorporating a gender perspective in all training modules” is proposed under this output to address the capacity gap shown in figure 3.

3. TRAINING DESIGN AND MODULE PREPARATION

3.1 Objective and scope of assignment

Nepal, like many developing nations, faces significant challenges related to climate change mitigation and adaptation. In order to bridge critical gaps in the requisite skills and knowledge base (administrative and technical) among potential EE at provincial and local level, NDA and IUCN as DP recognized the importance of a capacity building initiative in form of training aimed to equip participants with the essential tools, methodologies, and insights necessary for developing and documenting quality proposal for accessing climate financing from GCF. In relation to the activity 1.3.1a of the GCF readiness program being implemented by IUCN in Nepal as delivery partner (DP), this training module is designed and develop to enhance the capacity of the sub-national stakeholders for accessing climate financing from GCF.

The proposed training module builds on Outcome 1.3 of this readiness project under the objective 1. More specifically, the module serves as the deliverables of the activity 1.3.1a stipulated in the GCF readiness project being implemented by IUCN in Nepal as DP. The training module is aimed at addressing the administrative and technical capacity gaps as indicated in figure 3 above for the potential NEEs at provincial and local level of Nepal. The specific objectives of the assignment are:

- a) To develop the training module to enhance the capacity of the provincial and local level stakeholders in Nepal for accessing the climate financing expecting to provide training participants with a deep understanding of climate rationale, proposal development and sector guides, GCF programming process, meaningful stakeholder engagement and engendering the low carbon and climate resilient development.
- b) To equip the trainer with the guidance on the practical skills and methodologies for delivering the trainings that helps participants of the training in identifying, developing, and implementing climate financing projects in the context of GCF.

3.2 Training modules design

The training cycle mainly consists of 4 stages as shown in figure 4 below. In the first stage, the training need assessment has to be done engaging the stakeholders. In this context, the barrier analysis and gap identification are done in previous readiness and preparation of the proposal for this readiness as well. Analysing those barrier and gap in capacity of stakeholders and based on the desk study, author has identified and summarized the gaps on administrative and technical knowledge to access climate financing from GCF as shown in figure 3 above. In the second stage, the training has to be designed as per the training needs identified in first stage which author has designed the training module to address those gaps. The detail training modules are presented in this chapter. In the third stage, the training has to be delivered to address the gaps. The fourth stage consists of the evaluation of the effectiveness of training. The evaluation of the training from learner will enable in future to improve the module and needs for the refresher trainings.

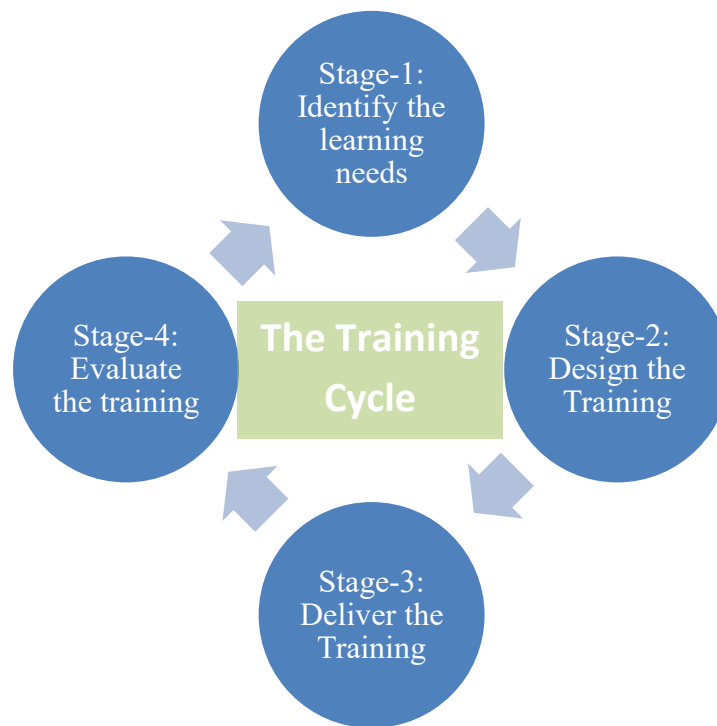


Figure 5: The Training Cycle¹³

The training methodology systematically transfers both initiative and knowledge development from the trainer to the participants. This process is carried out through an interactive and participatory approach. The activities facilitated by the trainer are designed to empower participants to effectively apply the Guide within their own reform initiatives and contexts.

3.2.1 Technical Modules

3.2.1.1 Basic modules: Understanding Climate Change and Financing

The basic modules are designed as the bridging modules. This introductory module is designed for participants who are new to the topic of climate change. The session aims to establish a foundational understanding that will enable participants to absorb the key messages and skills presented throughout the training. The purpose of this session is to familiarize participants with the concepts of climate change, global warming, and climate change mitigation and adaptation, its impacts and responses, related national and international policies and climate and carbon financing. This will enable the participants of the training in preparing them for the more advanced content on project development and documentation that will follow. For the basic technical modules, 2 sessions are proposed for the training as follows:

Table 1: Details for basic modules

Aspects	Description
Session 1 (TSBM-1):	Understanding Climate Change

¹³ UNECE (2015): United Nations Trade Facilitation Implementation Guide Training Manual, United Nations Economic Commission for Europe, New York and Geneva

Objective of the module	From this learning sessions, participants are able to understand Climate Change, its causes and impacts and responses to address the impacts.
Training Modality	Multi-media presentations, case sharing and in-session discussions.
Key contents	Climate change Vs Weather, scientific basis to affirm Climate Change, evidences of climate change under localized context, natural and anthropogenic causes of Climate Change, greenhouse effect, greenhouse gases and global warming, Climate Change impacts on different sectors, GHG emission/natural disasters in Nepal, Response to climate change
Timing	45 minutes including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on the fundamentals of climate science, global warming and the greenhouse gases and is conversant with that. Other relevant guidance to the trainer is provided below: • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will welcome the participants by highlighting the difference of climate and weather withy examples. The trainer will interact with the participants on their interpretation of the Climate Change followed by informing the participants what comprise and what doesn't of Climate Change. • The trainer will conclude highlighting the Climate Change and a need for adaptation and mitigation and the policy response.
Indicative references	• Climate Change Information Kit available at https://unfccc.int/resource/iuckit/cckit2001en.pdf • Synthesis report of the IPCC Assessment Reports available at https://www.ipcc.ch/reports/ • Our World in Data: https://ourworldindata.org/ • Nepal Country Climate and Development Report: https://openknowledge.worldbank.org/entities/publication/7b6f49e3-5431-5d48-94bb-c22ac1d3dcd1
Session 2 (TSBM-2)	Climate and Carbon Financing and Major Climate Change Related Policies of Nepal
Objective of the module	This module highlights the international climate negotiations ad major milestones for the negotiation providing the historical background to the participants on UNFCCC, Kyoto Protocol and Paris Agreements. The module will also enable

	participants to understand the provisions in Paris agreement, carbon market, climate financing, major climate change policies of Nepal and the way forward for Nepal.
Training Modality	Multi-media presentations, case sharing and in-session discussions.
Key contents	Major climate change negotiation history, Kyoto Protocol to Paris Agreement, evolution of Paris agreement, provisions for climate change adaptation and mitigation in Paris Agreement, Carbon markets and how it functions, carbon pricing initiatives, drivers for carbon pricing and looking ahead, considerations by Nepal to develop carbon financing projects in PA, Global climate financing landscape, financing gap, major climate policies in Nepal and corresponding climate financing mobilization, Low carbon and Climate Resilient Pathway for Nepal, Multilateral climate funds for Asia, Risk and challenges for implementation, way forward for Nepal
Timing	60 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on the historical development on climate change related policies of Nepal. Other relevant guidance to the trainer is provided below: • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will interact with the participants on their interpretation of the Climate and carbon financing followed by informing the participants what does those comprises and international landscape including policies and scenarios of Nepal. • The trainer will conclude highlighting the risk and challenges and way forward for implementing climate policies and climate financing.
Indicative references	• Role of Countries in Climate Negotiations available at https://climatepolicyinfohub.eu/role-countries-climate-negotiations. • What is the Kyoto Protocol? available from https://unfccc.int/kyoto_protocol • The Paris Agreement: https://unfccc.int/process-and-meetings/the-paris-agreement?gad_source=1&gclid=Cj0KCQiA4L67BhDUARIsADWrl7En0v75vL3n_RXbZkEEFgek8FCFJEA0ksPse563UaNy-6sV3SIfDUMaArKbEALw_wcB

- State and Trend of Carbon Pricing: <https://openknowledge.worldbank.org/collections/d9ab9a14-0168-54e9-9ff2-b84a1c83fb43?spc.sf=dc.date.issued&spc.sd=DESC>
- Nepal Country Climate and Development Report: <https://openknowledge.worldbank.org/entities/publication/7b6f49e3-5431-5d48-94bb-c22ac1d3dcd1>
- CDM guidelines: <https://cdm.unfccc.int/Reference/Guidclarif/index.html>
- Country processes and institutional arrangements for Article 6 transactions: <https://documents1.worldbank.org/curated/en/769021617687870613/pdf/Country-Processes-and-Institutional-Arrangements-for-Article-6-Transactions.pdf>
- Global Landscape of Climate Finance: <https://www.climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2024/>
- Ministry of Forest and Environment publications (Policies and Strategies): <http://mofe.gov.np/resources/policy-and-strategies-9446>
- Climate Finance Landscape of Asia and the Pacific: <https://www.adb.org/publications/climate-finance-landscape-asia-pacific>

3.2.1.2 Fundamental modules: GCF funding Proposal Development and Project Prioritization

After having some basic knowledge on climate change, climate and carbon financing, the participants are prepared for the funding proposal development and project prioritization for GCF. This module focuses on the funding proposal development for GCF and its fundamental requirements with the case study and examples of the already approved projects. The modules will delve on the requirements for funding proposal, climate rationale developments and theory of changes development for the funding proposal. The modules will also guide the participants considering the paradigm shifting projects/activities for each potential sectors diving through the sectoral guides of GCF.

Table 2: Details for fundamental modules

Aspects	Description
Session 1 (TSFM-1):	Project/Program Conceptualization
Objective of the module	From this learning sessions, participants are able to understand how the concept of the project develop. This will enhance participants to think about the project to start from the scratch

Training Modality	Multi-media presentations, case sharing and in-session discussions.
Key contents	Generic Project cycle, climate project cycle, key questions to start the project, project origination, project/program generation with GCF, Problem/objective/barrier analysis, Project logic development, Stakeholder analysis, key questions to start linking with GCF project/programme
Timing	45 minutes including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on the basic project cycles, basics on problem/barrier/objective analysis, stakeholder analysis and GCF related results area and investment criteria along with the theory of change. Other relevant guidance to the trainer is provided below: • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will welcome the participants by highlighting the generic project cycle. The trainer will interact with the participants on their interpretation of the Climate project cycle and clarify them the project generation questions. • Interacting with the participant's experience and linking with the GCF, the trainer has to answer the questions for project generation with examples.
Indicative references	• Twente University & E.Co., Introduction to Project Formulation, ICREP 2017 • GCF Programming Manual: https://www.greenclimate.fund/document/programming-manual • GCF Project Portfolio: https://www.greenclimate.fund/projects • A Guide to Project Management: body of Knowledge: https://repository.dinus.ac.id/docs/ajar/PMBOKGuide_5th_Ed.pdf • Project Cycle Management Training Handbook: https://caricom.org/wp-content/uploads/EC_PCM_Training_Handbook.pdf • Integrated results management framework: https://www.greenclimate.fund/document/integrated-results-management-framework
Session 2 (TSFM-2)	Entity Work Program/Country Programming
Objective of the module	The objective of this module is to inform the participants of the training to know how projects pipelines are developed and

	entity work program or country programming as the basis for project development. The module also provides the information on the project pipeline in the country programming of Nepal to GCF.
Training Modality	Multi-media presentations, in-session discussions.
Key contents	Project initiation in GCF programming process, country programming and entity work program and the GCF's strategic result area and investment criteria, prepare EWP, Country programming and its components, process for developing country programming in Nepal, consideration for EWP preparation, Project pipeline for Nepal.
Timing	45 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on pipeline development in GCF including country programming and EWP. The trainer should also have the in-depth knowledge of GCF programming process and cycle and is conversant to country programming preparation process. • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will interact with the participants on their interpretation of their knowledge on pipeline development and link that to EWP and country programming. • The trainer will conclude highlighting the project pipeline list for Nepal included in country programming and the process for developing that.
Indicative references	• Country Programming-Nepal: https://www.greenclimate.fund/sites/default/files/document/nepals-country-programme-gcf-v0-11-aug-2023-cover.pdf • Country Program Guidance: https://www.greenclimate.fund/sites/default/files/document/gcf-country-programme-guidance.pdf • GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programming-manual • Caribbean Development Bank (CDB) Entity Work Programme: https://www.greenclimate.fund/document/caribbean-

[development-bank-cdb-entity-work-programme-four-year-cycle-2020-2023](#)

Session 3 (TSFM-3)	Developing Funding Proposal in GCF
Objective of the module	The objective of this module is to inform the participants on the funding proposal template of GCF and step-wise approach for developing funding proposal.
Training Modality	Multi-media presentations, in-session discussions, Case presentation
Key contents	GCF architecture and capacity need for each stakeholders, Climate investment planning and capacity buildings in GCF process, GCF's support in climate financing, Step-wise approach for GCF funding proposal development, Components of GCF funding proposal, Data analysis for climate rationale, Feasibility Study, developing theory of change, aligning project to investment criteria of GCF, Identification of risks and mitigation measures, result framework, Integrating ESS, Gender Assessment and Action Plan, risks for the project success, success factors for the project.
Timing	90 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on funding proposal development of GCF including the requirements for each chapter and “how” on formulating the information for successful proposal. The trainer shall be conversant in all aspects of funding proposals including annex: • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will interact with the participants on their interpretation of their knowledge components of any funding proposals and link that to FP of GCF. • The trainer will conclude highlighting the risk for the quality proposal development and how to succeed to get that approved from GCF.
Indicative references	• Guidance note to support the completion of the IRMF elements of the revised funding proposal template for PAP and SAP: https://www.greenclimate.fund/document/guidance-note-support-completion-irmf-elements-revised-funding-proposal-template-pap-and

	- Green Climate Fund Proposal Toolkit, 2020: https://cdkn.org/sites/default/files/files/GCF-Funding-Proposal-Toolkit-2020.pdf - GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programming-manual - Project Development and the Green Climate Fund, Module 3: https://www.slideserve.com/wamanda/module-3-project-development-and-the-green-climate-fund-gcf-powerpoint-ppt-presentation#google_vignette
Session 4 (TSFM-4)	GCF Sector guides and paradigm shifting activities in each sector
Objective of the module	The objective of this module is to inform the participants on the paradigm shifting pathways for each sector and the potential barriers to be addressed by those pathways to guide them in developing proposal.
Training Modality	Multi-media presentations, in-session discussions, Case presentation
Key contents	GCF architecture and programming cycle, sector guides of GCF, barriers and paradigm shifting pathways
Timing	60 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on sectoral guides to GCF and conversant to demonstrate the barriers and paradigm shifting pathways in each sector: - Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. - The trainer will interact with the participants on their relevant sectors, barriers and the activities to address the barriers. The trainer can link the participant's view with each sectoral guide of GCF and how to use that. - The trainer will conclude highlighting the climate resilient infrastructure and the principles for the assessment of the same.
Indicative references	- All sectoral guides: https://www.greenclimate.fund/projects/sectoral-guides - GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programming-manual

• GCF	Project	Portfolio:
https://www.greenclimate.fund/projects		

3.2.1.3 Cross-cutting Module: Environmental and Social Safeguard and Gender

This module is designed to focus on the mandatory Environmental and Social Safeguard and Gender related to be integrated and part of funding proposal for GCF. The appraisal of projects for ESS helps understand the risk level and suggest EE/AE whether to pursue a project or not in line with accreditation criteria and standard. It helps minimize project risks at each stage of project cycle; formulation, appraisal, approval and M&E. Gender assessment has to be done while developing the funding proposal. The module helps in understanding the requirements for gender assessment and GESI mainstreaming plans to integrate in funding proposal with guiding the participants for key considerations/questions and the GESI action plan template.

Table 3: Details for cross cutting module

Aspects	Description
Session 1 (TSCM-1):	Integration of Environmental and Social Safeguard and Gender in Funding proposal
Objective of the module	From this learning session, participants are able to understand the requirements of ESS and the gender in GCF's project and the approach to integrate them in funding proposal.
Training Modality	Multi-media presentations and in-session discussions.
Key contents	Environmental and Social Risk assessment in GCF project, guiding principles of GCF's ESS policy, ESS safeguarding cycle, ESS risk identification and screening, Categorization of ESS risk for project, risk mitigation hierarchy, IFC performance standards linking with Nepal's policy/regulation Gender Analysis/assessment, outcome of assessment, when and how to conduct assessment, GESI action plan template of GCF
Timing	45 minutes including discussion
Guidelines to trainers	The trainer (s) for this module shall have the knowledge on the fundamentals of ESS and GESI. The Trainer(s) should have knowledge on the GCF's policy/standards regarding ESS and GESI and corresponding national policies. Other relevant guidance to the trainer is provided below: Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language.

- The trainer will welcome the participants by highlighting the ESS and Gender assessment requirements for GCF projects. The trainer will interact with the participants on their experience in ESS and GESI and further discuss the guiding principles for ESS and mitigation hierarchy. The Trainer will further inform on highlighting the ESS screening and risk categorization in light of GCF projects with examples.
- The trainer will start the discussion with the gender analysis Vs Gender assessment and potential outcome of that. Further trainer will guide the participants on how and when to do this and the GESI action plan of GCF with some examples.

Indicative references

- Environmental and Social Policy: <https://www.greenclimate.fund/document/revised-environmental-and-social-policy>
- Sexual Exploitation, Abuse and Harassment (SEAH) risk assessment guideline: <https://www.greenclimate.fund/document/sexual-exploitation-abuse-and-harassment-seah-risk-assessment-guideline>
- Guidelines for the environmental and social screening of activities proposed under the Simplified Approval Process: <https://www.greenclimate.fund/document/guidelines-environmental-and-social-screening-activities-proposed-under-simplified-approval>
- Sustainability guidance note: Screening and categorizing GCF-financed activities: <https://www.greenclimate.fund/document/sustainability-guidance-note-screening-and-categorizing-gcf-financed-activities>
- Sustainability & inclusion: <https://www.greenclimate.fund/projects/sustainability-inclusion/ess>
- Environment Protection Act and Regulation: <https://mofe.gov.np/resources/acts-and-regulations-7963>
- Gender Policy: <https://mofe.gov.np/resources/acts-and-regulations-7963>
- Mainstreaming gender in Green Climate Fund projects: <https://www.greenclimate.fund/document/mainstreaming-gender-green-climate-fund-projects>

- Gender assessment and action plan: Annex 8 to Funding Proposals: <https://www.greenclimate.fund/document/gender-assessment-and-action-plan-annex-8-funding-proposals>

3.2.2 Management/Administrative Module: Programming Process and Procedures

This module is prepared to enable the participants to identify the GCF programming processes, national process for project approval, approach and engaging the stakeholders throughout the project cycles and approach for engendering the project cycles. This will enhance the knowledge and capacity of the executing entities and other stakeholders on the procedural/administrative requirements and the management approach for initiating, developing and implementing the projects in GCF or any other similar projects. The detail sessions for the administrative/management modules are presented below:

Table 4: Details for administrative/management modules

Aspects	Description
Session 1 (AM-1):	GCF Project/Programming Policies and Procedures
Objective of the module	From this learning sessions, participants will be able to understand the administrative and management procedures for the development and implementation of the climate financing project in GCF. This will enable them to expedite the process for project proposal approval and implementation and monitoring by reducing time lag.
Training Modality	Multi-media presentations, case sharing and in-session discussions.
Key contents	About GCF, GCF architecture, GCF's area of work, Stakeholder's engagement with GCF, GCF programming process and programming cycle, description of each stages of the programming cycle, programming (country, entity, GCF), Project generation, investment criteria of GCF, concept note submission, proposal development, stakeholder engagement, implementation arrangement (EE), financing instruments of GCF, funding proposal review process by GCF and ITAP, Board approval, legal arrangement, Implementation, monitoring and evaluation process, adaptive management, brief sectoral guides, timeline for project approval in Nepal, how to avoid ITAP comments, materials and references for each stages of GCF programming.
Timing	120 minutes including discussion
Guidelines to trainers	The trainer for this module shall have the detail knowledge on GCF programming process and its programming cycle stages. The training should be

conversant on each stage and can effectively transfer the knowledge to the participants with examples so that participants are capacitated on administrative and management procedures for effective project proposal development and implementation. Other relevant guidance to the trainer is provided below:

- Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language.
- The trainer will welcome the participants by highlighting the generic project cycle and GCF architecture. The trainer will interact with the participants on their interpretation of generic programming cycle and link that with each stage of GCF programming cycle.
- Interacting with the participant's experience and linking with the GCF, the trainer will enable participants to understand each stage of the programming cycle and linking with the projects in Nepal.

Indicative references

- Sustainability guidance note: Designing and ensuring meaningful stakeholder engagement on GCF-financed projects: <https://www.greenclimate.fund/document/sustainability-guidance-note-designing-and-ensuring-meaningful-stakeholder-engagement-gcf>
- GCF's strategic Plan: <https://www.greenclimate.fund/about/strategic-plan>
- GCF Programming Manual: <https://www.greenclimate.fund/document/programming-manual>
- Building country-driven pipelines: update on country programmes and entity work programmes: <https://www.greenclimate.fund/document/gcf-b15-inf09>
- Sectoral Guides (10 sectors): <https://www.greenclimate.fund/projects/sectoral-guides>
- GCF Project Portfolio: <https://www.greenclimate.fund/projects>
- Readiness and Preparatory Support guidebook: A practical guide on how to prepare readiness proposals and how to implement readiness grants:

	https://www.greenclimate.fund/document/readiness-and-preparatory-support-guidebook • Concept note user guide: https://www.greenclimate.fund/document/gcf-concept-note-users-guide • Concept Note template: https://www.greenclimate.fund/document/concept-note-template • Concept Note Checklist: https://www.greenclimate.fund/document/cn-checklist • GCF Appraisal Guidance: A comprehensive guide to the tools and due diligence processes used to review and assess concept notes and funding proposals: https://www.greenclimate.fund/document/appraisal-guidance • Guidance note to support the completion of the IRMF elements of the revised funding proposal template for PAP and SAP: https://www.greenclimate.fund/document/guidance-note-support-completion-irmf-elements-revised-funding-proposal-template-pap-and • Funding Proposal template: https://www.greenclimate.fund/document/funding-proposal-template • Integrated Result Management Framework: Result Handbook: https://www.greenclimate.fund/document/results-handbook • Annual Performance Report: https://www.greenclimate.fund/document/annual-performance-report-financial-information-section-3 • Restructuring Proposal Template: https://www.greenclimate.fund/document/restructuring-proposal-template • Project Completion Report (PCR) template: https://www.greenclimate.fund/document/project-completion-report-pcr-template
Session 2 (AM-2)	Stakeholder Engagement and Analysis
Objective of the module	The objective of this module is to enhance the knowledge of the participants on process for stakeholder engagements and analysis in any projects. This is important in developing quality proposal for climate financing.
Training Modality	Multi-media presentations, in-session discussions.

Key contents	GCF architecture and different stakeholders, Private sector's involvement with GCF, GCF's private sector facility, Stakeholder engagement requirements of GCF, meaningful stakeholder engagement, Steps to meaningful stakeholder engagement, meaning of stakeholder analysis for the project, why stakeholder analysis has to be done, different stakeholder analysis tools, considerations for stakeholder analysis and engagement, diversity management, facilitating people's engagements
Timing	45 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on GCF architecture including different stakeholders engaged in GCF. The training should be able to deliver the stakeholder engagement requirements of GCF for meaningful participation, stakeholder analysis tools and facilitating the stakeholder's engagement in any projects. • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will interact with the participants regarding their knowledge on stakeholders, their nature and how they analyse it. • The trainer will conclude highlighting the stakeholder's analysis tools and the facilitation for stakeholders' engagement.
Indicative references	• GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programming-manual • Sustainability guidance note: Designing and ensuring meaningful stakeholder engagement on GCF-financed projects: https://www.greenclimate.fund/document/sustainability-guidance-note-designing-and-ensuring-meaningful-stakeholder-engagement-gcf • Managing for Sustainable Development Impact (M4SDI) approach: https://www.wur.nl/en/research-results/research-institutes/centre-for-development-innovation/research-topics/managing-for-sustainable-development.htm?_gl=1*r3q74n*_up*MQ..*_ga*NTc5MDY5MTAzLjE3MzU0NTAzNjQ.*_ga_SZ1PQDSPJ

[D*MTczNTQ1MDM2NC4xLjAuMTczNTQ1MDM2NC4wLjAuMA..](#)

Session 3 (AM-3) Engendering Project Cycle	
Objective of the module	The objective of this module is to enable participants in engendering the project cycles and its importance. This will help participants in understanding, administering and managing the project from Lense of Gender.
Training Modality	Multi-media presentations, Case presentation
Key contents	Definition of gender, Gender and Development Theories (WID and GAD), GEDSI, why gender in project planning? Gender equality and equity, gender analysis process and tools, gender sensitive planning, engendering log frame, engendering project cycle, SDG 5
Timing	30 Minute including discussion
Guidelines to trainers	The session is dedicated to enhance the knowledge in basics of gender consideration in project planning. The trainer for this module shall have the knowledge on principles of GESI, GEDSI and how gender assessment is done including the tools, how log frame and the project cycle can be gender sensitive. The trainer shall be conversant in all aspects of gender including project cycle: • Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. • The trainer will interact with the participants on their interpretation of their knowledge on gender and sex, women in development and/or gender and development. • The trainer will conclude highlighting that how log frame and the project cycle can be engendered and what are the tools for gender analysis.
Indicative references	• Mainstreaming Men into Gender and Development: Debates, reflections, and experiences: https://policy-practice.oxfam.org/resources/mainstreaming-men-into-gender-and-development-debates-reflections-and-experienc-121166/ • GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programmng-manual

	- Gender and Development: https://focusintl.com/GD003-Gender%20and%20Development%20-%20cngo%20-%20Interpersonal%20Growth%20and%20Gender%20in%20Groups.PDF - Women, Energy and Water in the Himalayas: Training of Trainers Manual: https://lib.icimod.org/record/7425 - Engendering the logical framework: https://www.yumpu.com/en/document/read/31201652/engendering-the-logical-framework-world-bank - Project Cycle Management Technical Guide: https://openknowledge.fao.org/items/7382138b-fd2f-472c-868f-b31f2cafaf89
Session 4 (AM-4)	No Objection Procedure for NDA
Objective of the module	The objective of this module is to inform the participants on process followed for providing no objection and entity nomination by NDA of Nepal. This will enable participants to understanding administrative and management requirements to get no objection for funding proposal for GCF.
Training Modality	Multi-media presentations, in-session discussions, Case presentation
Key contents	GCF architecture and NDA architecture, Funding proposal submission and financing cycle of GCF, Climate Finance Technical Committee and Climate Finance Steering Committee, No objection procedures followed by NDA for entity nomination, concept note funding proposals and project preparation facility,
Timing	30 Minute including discussion
Guidelines to trainers	The trainer for this module shall have the knowledge on GCF architecture and NDA of Nepal, associated committees and procedures for submission and review of the documents for no objection: - Considering the participants are from provincial and local levels, the mode of the training shall be the Nepali language and training may require preparing the materials in Nepali language. - The trainer will interact with the participants on their idea of the role of NDA and share them the funding proposal approval process of GCF. - The trainer will with the process followed by NDA Nepal on non-objection or approval for concept note

	full funding proposal and the entity nomination along with application for project preparation facility.
Indicative references	- Green Climate Fund Handbook for Nepal: https://www.mof.gov.np/uploads/document/file/GCF%20Handbook%20for%20Nepal%202017_20180328082316.pdf - GCF Programming Manual: An introduction to the Green Climate Fund project cycle and project development tools for full-size projects: https://www.greenclimate.fund/document/programming-manual

3.3 Targeted participants

The training is primarily targeted to the potential national executing entities and other stakeholders at provincial and local level however, this training module is equally application for federal level potential executing entities. So, the training will be conducted in each provinces targeting representatives of NEEs, CSOs, private sector, national CC experts, thematic experts and other relevant stakeholders from province and local level covering the following participants:

Table 5: Preliminary List of probable participants for each provincial training

SN	Organization	Proposed Number
1.	Provincial Ministries	8-15
2.	Local Government Representatives	4-8
3.	Member of Provincial Climate Change Coordination Committee and DCC	2-5
4.	Civil Society Organization	2-4
5.	Media	2-4
6.	Representatives from the private sector (representation from, e.g. FNCCI, CNI)	2
7.	Federal level ministries	10-18
8.	National Executing Entities	2
9.	Climate Change Focal Points	5
10.	National CC Experts	5

3.4 Training implementation and evaluation

Since the training content and the training materials are prepared based on current available materials and references and the climate change related activities and experiences are evolving, the trainers are requested to prepare the updated materials based on the guides provided above. The scripted activities and guidance help focus on trainer's energy on delivering content in a participatory approach and rigor. Without effective delivery, the training and capacity building cannot be ensured as effective. The modules are divided in different category, the content proposed has to be provided in systematically to link one another for the ease of participants to understanding the logics. The provincial training program hence is structured as follows:

Table 6: Provincial training schedule

Sessions	Duration	Remarks
Day 1		
Arrival and check-in	(30 mins)	
Registration and Networking	(30 mins)	
Training objectives and participant introduction	(30 mins)	
Pre-training self-assessment	(30 mins)	Self-assessment form (Appendix-1) or questions in slide
<u>Session-1 (Basic Module: TSBM 1)</u> Understanding Climate Change <i>Mode of Delivery: Trainer presentation, in-session discussion.</i>	(45 mins)	Trainer: Relevant expert on CC
Tea/coffee Break	(15 mins)	
<u>Session-2 (Basic Module: TSBM 2)</u> Climate and Carbon Financing and Major Climate Change Related Policies of Nepal <i>Mode of Delivery: Trainer presentation, in-session discussion.</i>	(60 mins)	Trainer: Relevant expert on Climate and Carbon Financing
<u>Session-3</u> <u>(Management/Administrative: AM 1)</u> GCF Project/Programming Policies and Procedures <i>Mode of Delivery: Trainer presentation, in-session discussion.</i>	(120 mins)	Trainer: Relevant expert experienced on GCF programming
<u>Wrap-up for Day-1</u>		
Day 2		
Breakfast	(60 mins)	
<u>Session-4</u> <u>(Management/Administrative: AM3)</u> Engendering Project Cycle. <i>Mode of Delivery: Trainer presentation, in-session discussion.</i>	(30 mins)	Trainer: Relevant expert GEDSI
<u>Session-5</u> <u>(Management/Administrative: AM2)</u> Stakeholder Engagement and Analysis	(45 mins)	Trainer: Relevant expert experienced in

Sessions	Duration	Remarks
<i>Mode of Delivery: Trainer presentation</i>		stakeholder engagement
<u>Session-6 (Technical Fundamental Module-TSFM 1)</u> Project/Program Conceptualization <i>Mode of Delivery: Trainer presentation</i>	(45 mins)	Trainer: Relevant expert experienced in project development and planning
<u>Session-7 (Technical Fundamental Module-TSFM2)</u> Entity Work Program/Country Programming of GCF <i>Mode of Delivery: Trainer presentation</i>	(45 mins)	Trainer: Relevant expert experienced in EWP and country programming process of GCF
<u>Session-8 (Technical Fundamental Module-TSFM4)</u> GCF sector guide and paradigm shifting activities in each sector <i>Mode of Delivery: Trainer presentation</i>	(60 mins)	Trainer: Relevant expert experienced in GCF sector guide and project development
<u>Lunch</u>	(60 mins)	All
<u>Session-9 (Technical Fundamental Module-TSFM3)</u> Developing Funding Proposal in GCF <i>Mode of Delivery: Trainer presentation and in-session discussion</i>	(90 mins)	Trainer: Relevant expert experienced in project development
<u>Tea/Coffee Break</u>	(15 mins)	
<u>Session-10 (Technical crosscutting Module-TSCM1)</u> Integration of Environmental and Social Safeguard and Gender in Funding Proposal <i>Mode of Delivery: Trainer presentation and in-session discussion</i>	(45 mins)	Trainer: Relevant experts: Environment and GESI
<u>Session-11 (Management/Administrative: AM4)</u> No Objection Procedure of NDA <i>Mode of Delivery: Trainer presentation and in-session discussion</i>	(30 mins)	Trainer: Relevant experts from NDA or expert understanding process

Sessions	Duration	Remarks
Post-training Survey and training evaluation	(30 mins)	Post training Survey and training evaluation questionnaires (Appendix 2 or questions in slido)
Participants feedback and training review	(15 mins)	Evaluation form (Appendix 3)
Programme closure	(10 mins)	
Group photograph	(5 mins)	

The pre-training survey forms and post training survey forms are included in appendix of this report. Also, the pre-training survey and post training survey to compare the knowledge of the participants can be done through on-line tools and corresponding information in presentation materials to check if they can answer similar questions. After this, training evaluation can be done to check the effectiveness of the training approach, modes, materials and any future training needs. The format for the same is provided in the appendix of this report.

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APPENDIX 1: PRE AND POST TRAINING SELF EVALUATION

Pre and Post training self-evaluation form¹⁴***Training on: Enhancing the technical and administrative capacities of national executing entities and relevant stakeholders at provincial and local levels in Nepal***

Date:

Venue:

Code for participants: (First letters of the town you live, first letter of father's name and the year that you born. Example for living in Kathmandu with father's name start from "S" and born on 2000, write code "KS2000")

IUCN will evaluate the effectiveness of the training activity that you are attending. To help us, we ask you kindly to complete this self-evaluation form. We will ask you to complete another one at the end of the training. Your answers to all questions are anonymous (will use the code above for comparison). The items on the table below cover the main contents of the upcoming training sessions. For each item, you will find a short question and a scale on which you can indicate your level of knowledge about specific topics. Please take your time to answer each question and then, on the scales that follow, please circle "O" to indicate what, in your opinion, is your level of knowledge about the specific topic. If you don't know the answer to a question, please leave it blank. The purpose of this questionnaire is not to test you, but to evaluate our effectiveness in providing you with quality training.

Aspects	Response
<i>1-Poor, 2-Weak, 3-Average, 4-high, 5-Strong</i>	
1. Your general knowledge on climate change and global warming.	1 2 3 4 5
2.1 Are you aware on climate and carbon financing?	1 2 3 4 5
2.2 Are you familiar with different climate change related policies of Nepal?	1 2 3 4 5
3. Are you aware about the Green Climate Fund (GCF) and its processes for accessing climate finance?	1 2 3 4 5
4.1 Are you familiar in integrating gender in project and the gender analysis?	1 2 3 4 5
4.2 Do you know gender analysis tools?	1 2 3 4 5
5.1 Are you aware of meaningful stakeholder engagement characteristics?	1 2 3 4 5
5.2 Do you know about the Stakeholder analysis tools?	1 2 3 4 5
6.1 Do you know the how the general project cycle looks like?	1 2 3 4 5
6.2 Are you aware about the barrier analysis and root cause analysis?	1 2 3 4 5
7.1 Are you aware about Entity Work Program and Country Programming related to GCF?	1 2 3 4 5
7.2 In your opinion, is it mandatory to prepare and submit the Entity Work Program by National Direct Access Entity to GCF?	1 2 3 4 5

¹⁴ Adopted from UNECE (2015): United Nations Trade Facilitation Implementation Guide Training Manual, United Nations Economic Commission for Europe, New York and Geneva.

7.3 In your opinion, is it mandatory to prepare and approve the Country Programming by National Designated Authority to GCF?	1	2	3	4	5
7.4 In your opinion, is it mandatory to include the project in pipeline of country programming to proceed with the project?	1	2	3	4	5
8.1 Are you aware about the funding proposal templates of GCF?	1	2	3	4	5
8.2 Do you think co-financing is mandatory for GCF project?	1	2	3	4	5
8.3 Do you have knowledge/experience in developing theory of change and logframe?	1	2	3	4	5
8.4 Are you aware about the result area and investment criteria of GCF?	1	2	3	4	5
9.1 Do you have any idea about the sector guides of GCF?	1	2	3	4	5
9.2 Your knowledge on paradigm shifting activities?	1	2	3	4	5
10.1 Do you have any idea about the Environmental and Social Safeguard Risk category of GCF?	1	2	3	4	5
10.2 In your knowledgebase, is it mandatory to have Environmental and Social Safeguard and Gender Action plan for every project in GCF?	1	2	3	4	5
11.1 Do you have idea who provides the "No Objection" for projects/entity related to GCF projects/accreditation	1	2	3	4	5
11.2 Is it mandatory to take no objection for any project before submission to GCF?	1	2	3	4	5

Thank you for completing this evaluation form!

APPENDIX 2: TRAINING EVALUATION FORM

Training evaluation form¹⁵***Training on: Enhancing the technical and administrative capacities of national executing entities and relevant stakeholders at provincial and local levels in Nepal***

Date:

Venue:

Please complete the questionnaire below. This will help us to improve the planning of future training/workshop. This questionnaire is **anonymous**. Please give each aspect of the course set out below a mark from 1 to 5, with 1 being the minimum and 5 the maximum. On this scale, the average mark is 3. If you think that a question does not apply to you, or that you do not have the information needed to answer it, check the "no opinion" option. You can give only one answer to each question.

Aspects	Response
I. Sex: 1. Female 2. Male 3. Others	
II. Types of Organization	
1. Provincial Ministry related to CC	8. Civil Society Organizations (CSO)
2. Federal Ministry related to CC	9. Non-Government Organization (NGO)
3. Local government	10. Private Sector
4. Other provincial ministry	11. Media
5. Other federal ministry	12. Bilateral/multilateral agency
6. Other government organization	13. National CC experts
7. Members of climate change coordination committee	14. Others (specify).....
III. Information Received before the activity:	
3.1 Before participating in this activity, were you clear about its objectives, contents and methods?	1 2 3 4 5
IV. The way activity was delivered:	
Objectives	
4.1 Having participated, are you now clear about the objectives of the activity?	1 2 3 4 5
4.2 To what extent were the activity's objectives achieved?	1 2 3 4 5
Contents	
4.3 Given the course's objectives, how appropriate were the activity's contents?	1 2 3 4 5
4.4 Given your level of prior learning and knowledge, how appropriate were the activity's contents?	1 2 3 4 5
4.5 Have gender issues been adequately integrated in the training?	1 2 3 4 5
Methods	
4.6 Were the learning methods used generally appropriate?	1 2 3 4 5
Trainer/ Resource Person	

¹⁵ Adopted from UNECE (2015): United Nations Trade Facilitation Implementation Guide Training Manual, United Nations Economic Commission for Europe, New York and Geneva.

4.7 How would you judge the resource persons' overall contribution?	1	2	3	4	5
Group of participants					
4.8 Did the group of participants with whom you attended the activity contribute to your learning?	1	2	3	4	5
Materials/Media					
4.9 Were the materials/media used during the activity appropriate?	1	2	3	4	5
Organization					
4.10 Would you say that the activity was well organized?	1	2	3	4	5
4.11 Would you call the Secretariat efficient?	1	2	3	4	5
V. Usefulness of the activity					
5.1 Are you satisfied with the quality of the activity?	1	2	3	4	5
5.2 How likely is it that you will apply some of what you have learned?	1	2	3	4	5
5.3 How likely is it that your institution/employer will benefit from your participation in the activity?	1	2	3	4	5

VI. How would you suggest the resource persons improve the overall quality of their contribution? (You may name someone in particular if you wish.)

VII. Do you have any further questions?

VIII. Any specific expectations in future?

Thank you for completing this evaluation form!