



**Dalberg**

# **Review and Consultation for a Pooled Funding Mechanism (PFM)**

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**Synthesis Report**

**15 March 2021**



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## Abbreviations

Acronym	Description
BMU	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
BMZ	German Federal Ministry for Economic Cooperation and Development
CAEP	Climate Action Enhancement Package
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
GGGI	Global Green Growth Institute
GIF	Green Innovation Fund
IDB	Inter-American Development Bank
IP	Implementing Partner
M&E	Monitoring and Evaluation
MDB	Multi-lateral Development Bank
NDC	Nationally Determined Contribution
NORAD	Norwegian Agency for Development Cooperation
PFM	Pooled Funding Mechanism
RMI	Republic of the Marshall Islands
SC	Steering Committee
SNV	Netherlands Development Organization
SSN	South South North
SU	Support Unit
TAF	Technical Assistance Fund
TORs	Terms of Reference
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNF	United Nations Foundation
UNFCCC	United Nations Framework Convention on Climate Change
UNFIP	United Nations Fund for International Partnerships
UNOPS	United Nations Office for Project Services
US	United States of America
USD	United States Dollar

WRI	World Resources Institute
WWF	World Wildlife Foundation

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## CHAPTER A. EXECUTIVE SUMMARY

**The NDC Partnership is a global coalition leveraging member resources and expertise to support countries with the enhancement and implementation of their Nationally Determined Contributions (NDCs).** The NDC Partnership works directly with developing country governments, mobilizing resources and expertise to support and accelerate NDC implementation and increased ambition in updated NDCs<sup>1</sup>. The recent Climate Action Enhancement Package (CAEP) and Technical Assistance Fund (TAF) were influential in providing fast deployment of additional targeted aid in support of countries' NDC enhancement efforts<sup>2</sup>.

**To amplify the Partnership's impact the Steering Committee has approved the creation of a pooled funding mechanism (PFM), as part of the 2021-2025 Work Program.** The objective of the PFM is to create a longer-term mechanism building on the successful attributes of TAF.

**The NDC Partnership commissioned consultancy firm, Dalberg Advisors, to advise on two questions:**

- (i) **What is the right governance structure for the PFM to optimize its impact?**
- (ii) **Which entity should host the PFM?**

In a last project phase, the Dalberg team will also be drafting an operating manual to further support the NDC Partnership in the operationalization of the PFM.

**Through the consultations conducted with about 25 entities – most being members of the NDC Partnership, stakeholders confirmed the importance of a PFM as a 'last resort' fund to mobilize support for countries' unsupported requests.** In this context, the concept of 'last resort' means that the PFM would consider providing resources only after exhausting support available from existing structures, mechanisms, and modalities from NDC Partnership members.

**In addition, flexibility, speed, and streamlined governance—utilizing the existing NDC Partnership structure—were key target characteristics identified for the PFM.** The Dalberg team recommends the PFM process mirror the TAF<sup>3</sup> process, which successfully demonstrated these key characteristics. The Dalberg team also recommends using additional screening criteria and differentiation between funding windows to increase efficacy and fund disbursement.

**Three funding windows for the PFM were approved in the NDC Partnership's 2021-2025 Work Program: Window 1: Facilitation support<sup>4</sup>, Window 2: Technical Assistance Support, and Window**

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<sup>1</sup> NDC Partnership, "Partnership in Action 2019: Three Years On"

<sup>2</sup> NDC Partnership, "Partnership in Action 2019: Three Years On"

<sup>3</sup> Technical Assistance Fund

<sup>4</sup> Facilitation support is provided through embedded advisors in Ministries of Environment/Climate Change.

Facilitators are in charge of planning, coordination, and tracking progress of NDC Action Plan, under the leadership of the focal points of the respective member country of the Partnership. Facilitators play a critical role in mobilizing funding and building government capacity to coordinate. Facilitation support is provided through development partner funding for a period of 3 to 5 years.

**3: Scoping Support<sup>5</sup>.** We propose a strong screening process for any request submitted to the NDC Partnership, to ensure all requests received are clear and detailed. All requests will be shared with NDC Partnership members for their response prior to entering the PFM process. Only those requests that do not receive support from members, using their own resources, will be eligible for the PFM. To reduce complexity of managing multiple windows, we recommend merging Window 3 into Window 2 to improve efficiency (**now referred to as Window 2 throughout this document**). In Window 2, to manage the process more effectively and reduce the number of times members are invited to respond to requests, we recommend that unsupported requests be batched and circulated to members quarterly, after they undergo additional screening put in place to ensure that requests receiving PFM funds meet the goals of the PFM. Specific topics and procedures for thematic calls under Window 2 will be developed when needed and presented to the Steering Committee for approval. These are not covered in this report.

**We recommend that the NDC Partnership Steering Committee acts as the fund governing body, bolstered by a light-touch PFM Donor Advisory Group; the Support Unit acts as fund secretariat; and a fiduciary host supports the PFM grants and their disbursements.** Incorporating the PFM into the NDC Partnership's existing governance structure will ensure the Steering Committee remains the main decision-making body. The addition of a light-touch PFM Donor Advisory Group will allow for donors who are not members of the Steering Committee to provide input on PFM-related decisions.

**Based on the PFM target attributes and the proposed governance structure, we determined thirteen criteria<sup>6</sup> through which to evaluate four potential PFM hosts: the Global Green Growth Institute (GGGI), the United Nations Foundation (UNF), the United Nations Office for Project Services (UNOPS), and the World Resources Institute (WRI).** Six 'Go/No Go' or non-negotiable criteria needed to be met to allow the potential PFM hosts identified to be further considered in the assessment. Seven comparison criteria were used to further analyze their fit to be considered as a PFM financial host.

**Through the assessment along these thirteen criteria, we determined that the differences across the hosting options were not drastic enough to recommend one host over the other. As a next step, the Support Unit of the NDC Partnership should review the hosting options with the NDC Partnership Co-Chairs and the potential PFM donors.** A final recommendation should then be presented to the Steering Committee at its Spring 2021 meeting.

**Once a preferred PFM host is identified, particular attention should be paid to the process of drafting the Terms of Reference (TORs).** During negotiations with the selected host, the Support Unit of the Partnership should prioritize discussions around overhead costs of hosting the PFM, subgrant

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<sup>5</sup> Scope phase is implemented in line with the Country Engagement Strategy of the Partnership. Scoping leads take the responsibility to kick start country engagement, identify country needs, prepare NDC Action Plan, and support initial resource mobilization. For more information on country engagement strategy, see <http://cetool.ndcpartnership.org>

<sup>6</sup> The Dalberg team selected these criteria after interviewing closed to 30 entities for the PFM consultations to find that a number of key attributes for the PFM were consistent across stakeholder types.



and procurement timelines and procedures, pre-vetting procedures of partners, and task distribution between the NDC Partnership Steering Committee, the Support Unit staff, and the host team.

## CHAPTER B. WHAT IS THE CONTEXT FOR THE PFM?

A pooled funding mechanism would amplify the NDC Partnership's impact in its efforts to mobilize expertise and resources for its members.

### B1. What is the NDC Partnership?

**The NDC Partnership is a global coalition leveraging member resources and expertise to support countries with the implementation of their Nationally Determined Contributions (NDCs).** The NDC Partnership is made up of a diverse membership of countries, international institutions, and civil society organizations committed to the ambitious implementation of NDCs under the Paris Agreement and the 2030 Development Goals. The Partnership offers its members access to a global network of knowledge and resources to support their work in climate action<sup>7</sup>. The Partnership's work is governed by a Steering Committee and facilitated through a Support Unit co-hosted by the World Resources Institute (WRI) and the United Nations Framework Convention on Climate Change (UNFCCC).

**The NDC Partnership works directly with country governments, mobilizing resources and expertise to support and accelerate NDC implementation and increased ambition in updated NDCs<sup>8</sup>.** It has proven successful through its country-driven approach in building capacity and spreading knowledge. The Partnership's Climate Action Enhancement Package (CAEP) brought targeted support to countries' NDC enhancement efforts as part of the Paris Agreement's 2020 update process. Launched in September 2019, CAEP is supporting 67 countries to submit enhanced NDCs and fast-track their implementation.

**CAEP's Technical Assistance Fund (TAF) was influential in providing fast deployment of targeted support.<sup>9</sup>** With resources coming exclusively from partners, CAEP would have resulted in support for only 40% of the requests made by 60 countries, delivered through 25 partners. Instead, with the multiplier effect of TAF, CAEP was able to support nearly twice as many requests (75%) from all 65 countries through 46 partners (40 implementing partners and 6 TAF funders).

As shown in the figure below, TAF funds enabled the support of 434 activities (51% of all supported activities) that would have otherwise remained unsupported<sup>10</sup>.

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<sup>7</sup> NDC Partnership, accessed 23 February 2021, <<https://ndcpartnership.org/>>

<sup>8</sup> NDC Partnership, "Partnership in Action 2019: Three Years On"

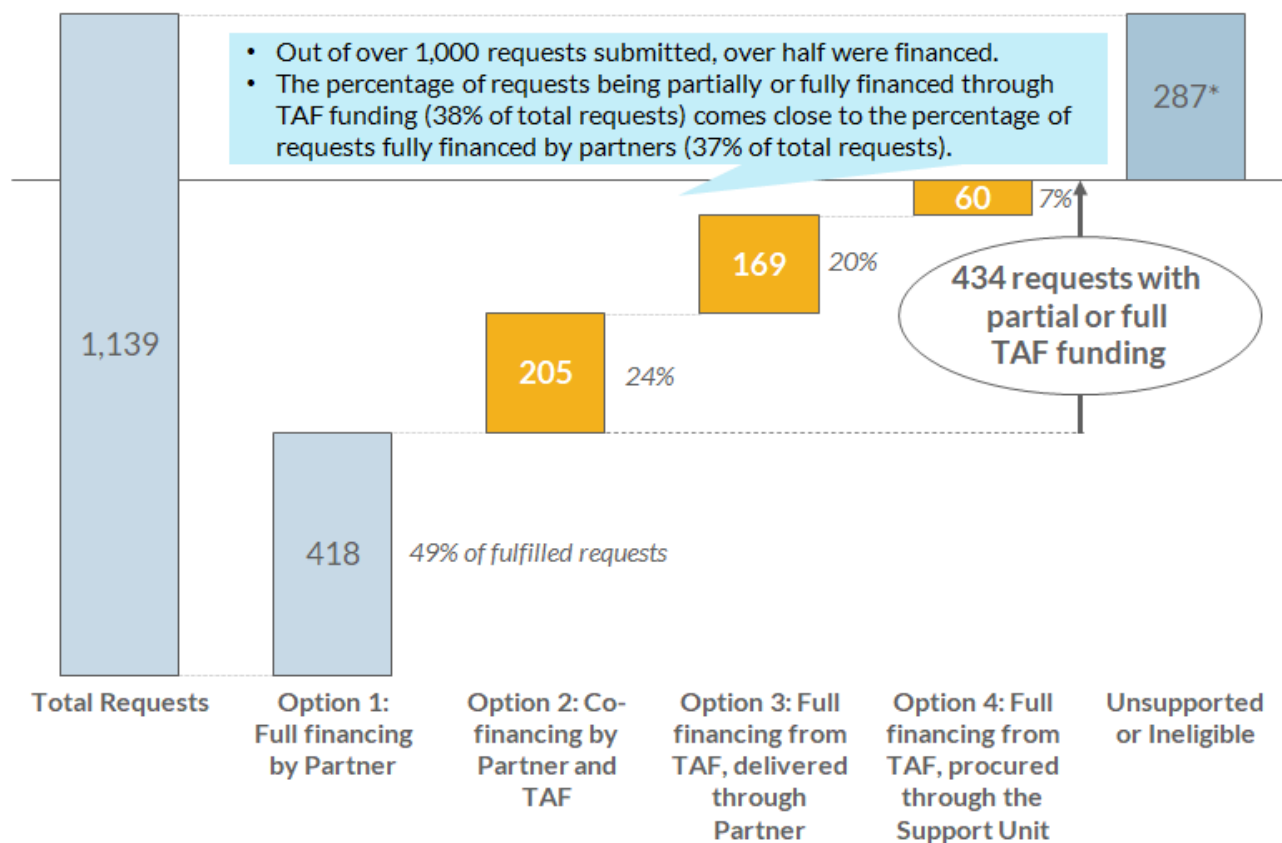
<sup>9</sup> NDC Partnership, "Partnership in Action 2019: Three Years On"

<sup>10</sup> Dalberg analysis based on materials provided by the NDC Partnership

Figure 1: Response to CAEP country requests, per financing option (as of February 2021)

## Distribution of TAF county requests, per financing option

Compiled from Rounds 1 & 2 of the TAF Program



Source: NDC Partnership Support Unit

## B2. How does the PFM fit within the NDC Partnership’s 2021-2025 Work Program?

**To amplify the Partnership’s impact, as part of the 2021-2025 Work Program, the Steering Committee has approved the creation of a pooled funding mechanism (PFM).** This PFM represents a critical component to the success of the NDC Partnership. Such a mechanism would further help members leverage their resources and expertise to provide countries with the tools they need to implement their NDCs and combat climate change to build a better future<sup>11</sup>.

**The objective of the PFM will be to create a longer-term mechanism building on the successful attributes of TAF – with a particular focus on speed, flexibility, and the ability to address**

<sup>11</sup> NDC Partnership, “NDC Partnership Work Program 2021-2025”

**unsupported country needs.** The PFM would create a permanent pathway for funding to support time-sensitive and unsupported requests.

**Establishing a permanent process for the PFM will allow the Partnership to: (i) engage more members and fill unsupported requests, (ii) reduce transaction costs for donor members, and (iii) properly account for dedicated staff time.** The first objective would be to engage more members, both as implementing partners and country recipients, with the goal of filling gaps in support<sup>12</sup>. The second objective would be to reduce transaction costs for bilateral development partners<sup>13</sup>. The PFM would crystallize a channel through which the Support Unit would manage the budget for in-country facilitation and technical assistance (including country scoping support) on behalf of bilateral development partners<sup>14</sup>. Such a mechanism would reduce overall transaction costs for development partners who do not have large implementation agencies to manage such funds. This would also allow flexibility and speed in response in meeting country needs. The third objective will be to allocate staff time to manage resources on behalf of members<sup>15</sup>. Managing a fund requires dedicated staff time, as was illustrated through the TAF process. With dedicated resources, the PFM would enable the Support Unit to allocate appropriate staff time and account for it to manage these added requests and donor resources on behalf of members.

**To this end, the Steering Committee has approved three funding Windows for the PFM: facilitation, technical assistance, and scoping support.**

**To improve efficiency and effectiveness in the management of the PFM, we recommend merging Window 3 (scoping) into Window 2 (technical assistance).** This would allow the Support Unit to use one single process to match requests for scoping support and requests for technical assistance with partner support. The requests for scoping country engagement work, which include needs assessment and preparation of NDC Implementation Plan, will come directly from the member countries and treated as technical assistance requests. **Window 2 and Window 3 will now be referred as Window 2 throughout this document.**

*Box 1: Use of the two PFM windows*

**Window 1: “Facilitation support” will provide resources to engage in-country facilitation support.**

Support for facilitators will be quickly deployed either for the entire duration of the facilitation support, or as bridge funding before a member is able to take over the responsibility.

**Window 2: “Technical assistance and scoping support” will address unsupported technical assistance and scoping requests, as well as provide dedicated resources for thematic calls.** It will

work to fund urgent country needs, including on priority topics, which require immediate financial resources. Scoping support will include needs identification, preparation of NDC Implementation Plan,

<sup>12</sup> NDC Partnership, “NDC Partnership Work Program 2021-2025”

<sup>13</sup> NDC Partnership, “NDC Partnership Work Program 2021-2025”

<sup>14</sup> NDC Partnership, “NDC Partnership Work Program 2021-2025”

<sup>15</sup> NDC Partnership, “NDC Partnership Work Program 2021-2025”

and initial resource mobilization by consolidating support offers from development and implementing partners for the Implementation Plan.

Specific topics and procedures for thematic calls under Window 2 will be developed when needed and presented to the Steering Committee for approval. These are not covered in this report.

### B3. What is the scope of the review?

**The NDC Partnership mandated the consultancy firm Dalberg Advisors to conduct an independent review of the PFM, including stakeholder interviews and support with design recommendations for this new mechanism.** More specifically the Dalberg team advised on two main questions:

- What is the right governance structure for the PFM to optimize its impact?
- Who should be the host of the PFM?

In a last project phase, the Dalberg team will share an operating manual to further support the NDC Partnership Support Unit in the operationalization of the PFM.

## CHAPTER C. WHAT ARE THE KEY ATTRIBUTES FOR THE PFM?

**Dalberg spoke with key stakeholders to gather feedback on the types of attributes the PFM should have.** Stakeholder types included potential donors, country recipients, implementing partners, and hosts. A separate consultation was also held with members of the NDC Partnership Steering Committee. A detailed list of consultations can be found in the Annex.

**Based on interviews with stakeholders and the objectives expressed by the NDC Partnership, six critical PFM attributes were confirmed.** Among these, a consensus emerged across all stakeholder types for neutrality, flexibility, and speed as the primary attributes for the PFM. Beyond this, stakeholders prioritized the PFM’s ability to provide ‘last resort funding’, build pathways to additional recipients and donors, and both utilize and complement other NDC Partnership support programs and structures.

Figure 2: Key attributes spontaneously proposed for the PFM

	Recipient Countries	Implementing Partners	Potential Donors	Steering Committee members (8 Feb 2021)	Potential Hosts
Agility, flexibility, speed, lack of bureaucracy	✓	✓	✓	✓	✓
Neutrality	✓	✓	✓	✓	✓
Synergy/complementarity /flexibility with other NDC programs	✓	✓	✓	✓	
Build pathways to additional recipients	✓		✓	✓	
Build pathways to additional donors			✓		✓
Clear niche, market segment through clear screening criteria			✓		✓

### C1. Provides clear criteria for ‘last resort’ funding to fill unsupported requests

**The PFM will function as a ‘last resort’ source of funds to fill unsupported requests, with clear screening criteria established to support this goal.** For this, we consider ‘last resort’ to mean that the PFM would consider providing resources only after exhausting support available from existing structures, mechanisms, and modalities from NDC Partnership members. Priority will be given to partners fully supporting requests before they are considered eligible for the PFM. Only when a request for support receives no response from members, will resources from the PFM be considered. As such, positioning the PFM as a ‘last resort’ fund will bring additionality to the other of NDC Partnership resources, without competing with them.

**Screening criteria need to be used to best define ‘last resort’.** The PFM should employ specificity in the initial guidelines for country requests, along with a rigorous screening process, to ensure that all requests will be able to solicit accurate offers of support to fill funding gaps.

## C2. Enables flexibility and responsiveness while limiting bureaucracy

**The PFM should aim for flexibility and responsiveness.** Agility, flexibility, and lack of bureaucracy were consistently highlighted as critical features of the TAF that should be carried into the PFM. Additionally, TAF stakeholders appreciated that the lean structure of the Support Unit allowed for discussion and flexibility during the grant-making process; features that should be carried into the PFM as well.

## C3. Encourages speed of fund disbursement

**The PFM will require speed to disburse funds for time-sensitive support needs.** The TAF experience showed that speed of disbursements was critical to optimize impact. This includes matching support to urgent country needs, as well as improved efficiency through a nimble fund disbursement process.

## C4. Reaches all members of the Partnership

**The PFM should aim to reach all members of the Partnership, including country recipients, implementing partners, and all interested donors.** The 2021-2025 Work Program highlighted a desire for the Partnership to reach more recipients and donors. Given the wide variety in NDC Partnership members, the PFM will need to be flexible and inclusive in its approach to accommodate the different grant terms that donors will impose and implementing partners will accept. The TAF experience demonstrated the complexity in working across a wide variety of partners. While the PFM is expected to be smaller in scope than the TAF, careful attention is needed in its design to ensure it can reach all members.

## C5. Utilizes the existing structures of the NDC Partnership

**The PFM should aim to utilize the existing structure of the NDC Partnership to build upon current staffing, governance, and resources.** When asked their preference towards governance structures for the PFM, all types of stakeholders encouraged the use of the existing NDC Partnership structure.

## C6. Maintains neutrality

**The PFM should act as a neutral party when matching requests to financial resources and technical expertise.** The 2021-2025 Work Program emphasized on the importance for the PFM to be viewed as a neutral entity to enforce the NDC Partnership's positioning as a neutral matchmaker. If a host is to also serve as an implementing partner, a firewall would need to be put in place to ensure neutrality.

## CHAPTER D. WHAT SHOULD THE PROCESS FOR THE NDC PARTNERSHIP POOLED FUNDING MECHANISM (PFM) INCLUDE?

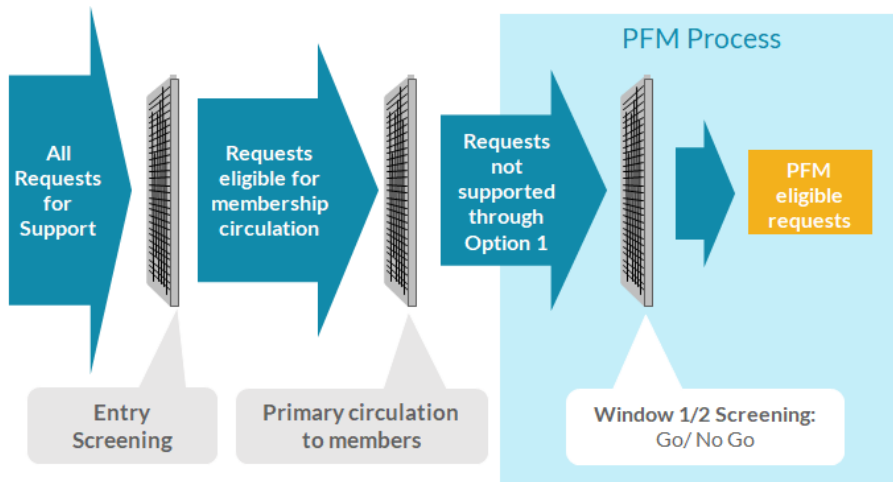
The PFM target attributes call for a flexible and efficient process, mirroring TAF's process - while applying clear screening criteria and adapting to the specificity of the two funding windows.

### D1. Mirror the TAF process

**We recommend the overall process for the PFM to mirror the combination of established TAF and country engagement processes with a few proposed improvements.** These include: i) further improvements in guidance and preparation of SMART requests, ii) more robust screening criteria, and iii) strengthened demonstration of country ownership. We recommend the PFM remains country-driven and prioritizes partners supporting requests before the use of PFM funding. Additional screening and differentiation between funding Windows should be incorporated to ensure requests receiving PFM funding meet critical requirements.

**The PFM should consider country requests which have gone through a clear set of basic Entry Screening criteria, followed by Window 1 or Window 2 screening criteria.** In this, the process will utilize two levels of screening: a basic Entry Screening for all requests received by the Partnership to ensure they are complete and clear before circulation to members. The process will then apply another level of screening before requests can go through the PFM.

Figure 3: PFM requests screening and circulation layers



### D2. Entry Screening criteria applied to all requests received

**We recommend that all requests for support received through the NDC Partnership undergo robust Entry Screening to ensure that that only requests with enough clarity are circulated to members for responses.** This update in the Country Engagement strategy aims to increase the efficiency of the matchmaking process. These Entry Screening criteria include:



- Requests mention how they directly contribute to the countries' NDC implementation and investment plans or NDC enhancement;
- Requests provide specific details, such as (i) objectives to be met (key performance indicators and targets), (ii) detailed activities, (iii) estimated timelines, (iv) estimated budgets, (v) proposed project management structures;
- Requests signed off by both finance/planning and environment focal points within the government of the requesting country - to avoid request misinterpretation (building on the lessons learned from the TAF experience);

### D3. Window 1 process

**Any facilitation requests that are circulated and do not receive full support from a member<sup>16</sup>, would then pass through Window 1 Screening criteria to be considered for PFM funding.** The **Window 1 Screening criteria** include:

- **Request meets the definition of facilitation support**, in comparison to technical assistance in Window 2;
- **Terms of Reference (TORs) are available for the facilitation**, allowing for the quick implementation of a facilitator;
- **Requesting country government has offered office space** which a facilitator will be able to actively work from;
- **Duration of the facilitation is specified**, providing a clear window of time during which facilitation support from the PFM will be needed<sup>17</sup>;
- **Implementation of the facilitator role will be sustained after PFM support ends**, with next steps and timeline outlined and an indication of clear commitment of the government to take over the responsibility.

When Window 1 Screening is complete, support will be provided through the Support Unit directly from the PFM host via contracting. In removing the additional circulation cycle for co-finance, the PFM will promote flexibility and speed in its responses to these time-sensitive facilitation requests. Additionally, requests for Window 1 should not count towards the per country PFM funding cap (presented under Window 2 process below)

### D4. Window 2 process

**Any technical assistance or scoping requests that do not receive full support (including those that only receive partial support), would then pass through Window 2 Screening criteria to be**

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<sup>16</sup> We recommend that there will be no options for partial support by members to reduce managerial and budgetary complexity.

<sup>17</sup> Support can be provided for a maximum of two years of PFM funding; renewal request will be considered if the total facilitation support from the Partnership (including through PFM) does not exceed a total of five years.

**considered for PFM funding.** Once requests have passed Window 2 Screening, the Support Unit will aggregate all PFM eligible requests into batches and circulate quarterly to members<sup>18</sup>.

We recommend six criteria to be applied as part of Window 2 Screening:

- **Being ‘last resort’:** to pass this screening, requests would not have received a response for full funding from a Partnership member within a specific timeframe; the length of the timeframe given to a request before it is considered ‘last resort’ will need to be defined;
- **Matching the target use of funds for Windows 2:** to pass this screening, requests would need to show the funds would be used for technical assistance or scoping support;
- **Allowing pathways to new recipients:** to pass this screening, requests would need to be among the remaining unsupported requests of a country with a support rate of less than 60% (scoping requests would automatically fall below 60% as it would be the country’s first engagement with the Partnership). The 60% would be based on the number of requests supported (not resources mobilized). This percent limit is drawn from the average percent of supported requests across the Partnership as of December 2020. The goal is to ensure an equitable distribution of PFM resources across countries and ensure no country is left behind. As a result, if the requesting country has received responses from implementing partners on over 60% of its requests before the PFM as last resort mechanism, the remaining 40% of requests will be considered ‘ineligible for PFM funding’. For example, if a country were to submit ten requests, and six were to be fully supported by implementing partners in a same circulation cycle, the remaining four would be ineligible for PFM support.
- **Being in line with the PFM funding cap per requesting country:** at any given year, the total PFM funding provided to a single country should not exceed a certain amount – to be determined based on the PFM fund capitalization level; the goal being to ensure geographic balance among country recipients.
- **Calling for speed:** the requests would need to be time sensitive, with an implementation realistically executable within one year; the goal being to tailor the requests to the agile and flexible attribute of the PFM.

**For Window 2, we recommend pre-vetting members wishing to receive funding from the PFM to speed up the negotiation of sub-grant agreements.** All NDC Partnership Associate Members and Institutional Partners would be eligible to act as an Implementing Partner (IP) for the PFM and would be required to undergo a due diligence process (organizational assessment) to ensure the IP has appropriate governance and internal controls, financial stability, financial accounting systems, assign a risk level, etc. The due diligence criteria and process would be determined by the PFM host<sup>19</sup>.

**The offers of support, in response to country requests, submitted by the pre-vetted members will be evaluated based on IP Evaluation Criteria before they may be considered eligible for PFM funding.** The IP Evaluation Criteria will be used to ensure that offers effectively contribute to the goals

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<sup>18</sup> Although the batches of Window 2 eligible requests would be circulated quarterly to all members – only pre-vetted members would be eligible to submit responses.

<sup>19</sup> Under UNOPS, UN organizations and government grantees are exempt from this due diligence process.

of the country recipient and that they fall within the guidelines of the PFM. The **IP Evaluation Criteria** include:

- **Proven technical expertise** to offer support given stated scope of work;
- **Country experience** which demonstrates in-country experience – (e.g. minimum 3 projects);
- **Ability to deploy support quickly** (within a month of contract signature) **and meet deadlines** as determined by the scope of work;
- **Overall costs** (e.g. daily rates) not exceeding certain limits – to be determined;
- **Amount of co-finance offered by the Implementing Partner**, with preference towards support offers that provide co-financing;
- **Amount of PFM funding required does not exceed country limit per year:** as established in Window 2 Screening, for any given year, the total PFM funding provided to a single country should not exceed a certain amount – to be determined based in the PFM fund capitalization level; the goal being to ensure geographic balance among country recipients.

Where multiple partners submit eligible offers to respond to a particular country request (i.e., the partners having comparable experience, expertise, and funding requests), the Support Unit will ask the country to select the specific partner and offer(s) to address the request.

**All requests with no eligible offers for support by the end of this process, will be integrated into the country's implementation plan (if not already).** Such requests will not be eligible for resubmission to the PFM until a full calendar year has passed. The Support Unit will not directly fund any requests through Window 2.

Figure 4: Window 1 process flow chart

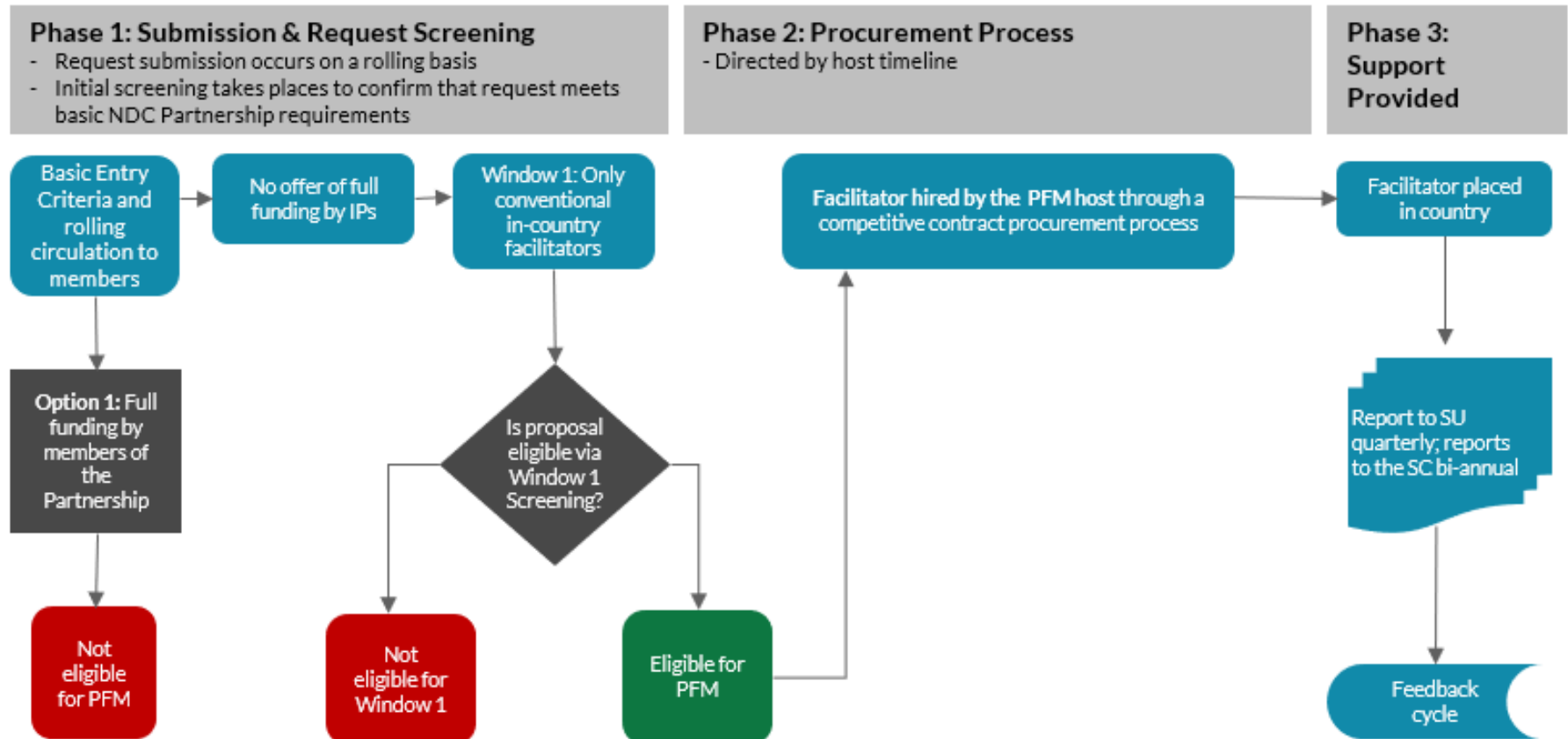
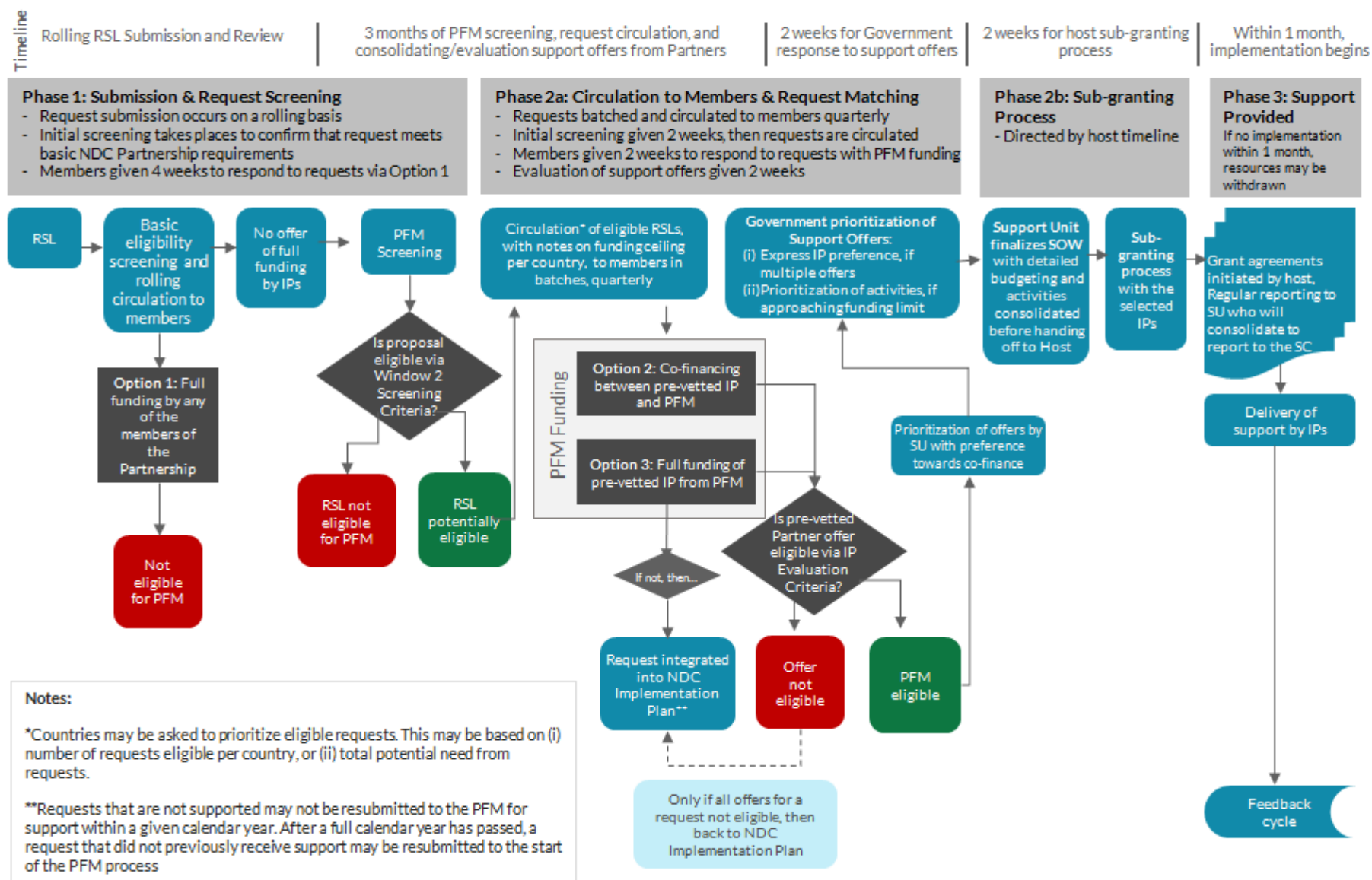


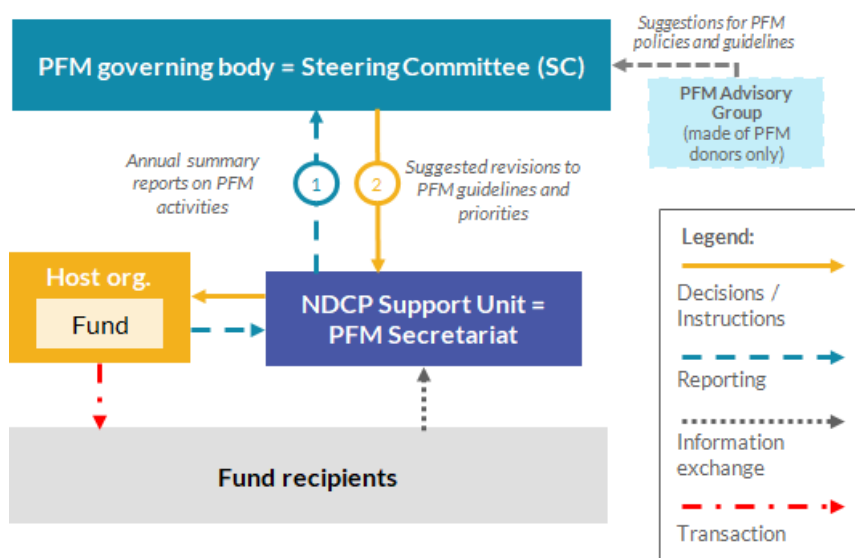
Figure 5: Window 2 process flow chart



## CHAPTER E. WHAT GOVERNANCE STRUCTURE IS BEST FOR THE PFM?

To manage these processes in line with the PFM attributes confirmed as critical through the consultations, we recommend the NDC Partnership Steering Committee acts as the fund governing body, bolstered by a light-touch PFM Donor Advisory Group, while the Support Unit acts as fund secretariat supported by a PFM financial host. We believe that this configuration, as shown in the figure below, will provide light-touch input to keep PFM donors engaged, while utilizing the existing structure of the NDC Partnership.

Figure 6: Operational diagram for proposed governance structure



More specifically, we recommend<sup>20</sup>:

- **the NDC Partnership Steering Committee** oversees the pooled funding mechanism – including the validation of the PFM strategy, funding guidelines, and thus terms of reference;
- **a small team of the Support Unit acts as the Secretariat of the PFM** – collecting and screening country requests based on guidelines from the Steering Committee, matchmaking with implementing partners, sending funding instructions and financial reporting requirements to the financial hosts, and performing programmatic monitoring and evaluation;
- **the financial host** manages the fund management activities – signing agreements with donors for the collection and management of contributions, performing due diligence on fund recipients, and managing fund disbursements and financial reporting;
- **the PFM donors** contribute to the finalization of the terms of reference of the PFM (to be validated by the Steering Committee) before it is launched and participate in PFM-related

<sup>20</sup> See Annex for the task distribution among the NDC Partnership Steering Committee

discussions at Steering Committee meetings either as full members or through the PFM Donor Advisory Group.

In managing this governance model, additional consideration should be paid towards the relationship between the Steering Committee and the PFM Donor Advisory Group, as well as the policies regarding information sharing between each governance body.

## E1. Charge the NDC Partnership Steering Committee as fund governing body

**The NDC Partnership Steering Committee (SC) should be responsible for setting the strategic direction for the fund.** This would include approving key policies for the selection of PFM structures and processes, ensuring the results of overall M&E are acted upon, as well as updating the fund strategy, including theory of change, investment priorities and implementation plans. The Steering Committee has the trust of the key stakeholders for the PFM and should be engaged in setting (or revising) the strategic direction of the fund.

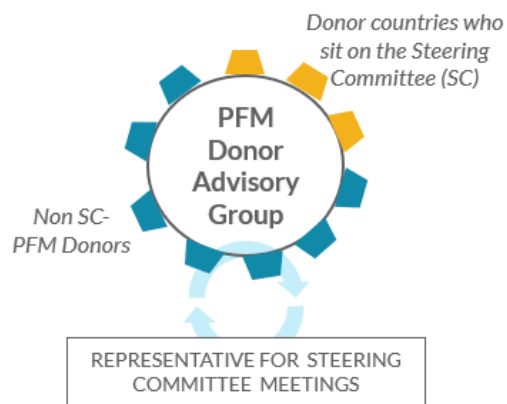
## E2. Create a Donor Advisory Group to provide input to the Steering Committee

**We recommend the addition of a PFM Donor Advisory Group, which would provide input during Steering Committee meetings regarding the PFM.** We believe the addition of a Donor Advisory Group would be attractive to PFM donors who may want to be engaged in decisions regarding the PFM. However, this addition would maintain the flexibility and speed of the PFM by being light-touch and relying on the pre-established structure of the Steering Committee for decision making. The Donor Advisory Group would function with no decision-making authority.

**The PFM Donor Advisory Group would propose suggestions on PFM funding strategy and policies, through representative attendees at specified sections of PFM-related Steering Committee meetings.** The PFM Donor Advisory Group should be open to any donor contributing to the PFM, including those who sit on the Steering Committee.

**While the number of PFM donors remains small, it may be reasonable to have this group be informal, with donors who are not already part of the Steering Committee attending Steering Committee meetings upon invitation.** However, if the PFM gains additional donors that are not already members of the Steering Committee, we recommend formalizing the Donor Advisory Group and having a single representative attend Steering Committee Meetings on behalf of the other PFM donors not already part of the Steering Committee. As a result, new seats could be added in the Donor Advisory Group over time, yet the number of representatives to attend Steering Committee meetings would remain stable, so as to not create an imbalance within the Steering Committee. This representative from the PFM Donor Advisory Group would be invited to select Steering Committee meetings to join discussions around PFM strategy and policies as a non-voting observer. As shown in the Figure 2, this representative may rotate so that all donors may have a chance to participate in Steering Committee meetings.

Figure 7: Example of the potential PFM Donor Advisory Group representation



### E3. Entrust the Support Unit to act as fund secretariat

**We recommend the Support Unit acts as fund secretariat.** This role would allow the Support Unit to build on the existing expertise and strong relationships it has developed with all NDC Partnership stakeholders.

**We recommend the Support Unit oversees the day-to-day operations of the fund.** This would include the selection and review of requests from country recipients as well as offers of support from implementing partners, and approval of allocations of the PFM funds thereafter. In this, the Support Unit, based on recommendations from the Steering Committee and Donor Advisory Group, would set the technical policies for the fund, including those around investment requirements, eligibility criteria and non-financial reporting requirements. The Support Unit would also collect and collate project-level M&E and due-diligence results, reporting back the lessons learned to the Steering Committee and broader membership. They would also engage in an external-facing role, developing communications for external audiences, facilitating donor relationships, and engaging in fund-raising efforts.

### E4. Utilize a neutral fiduciary host to manage the fiscal aspects of the fund

**We recommend the Partnership utilizes a neutral fiduciary host to manage the financial aspects of the fund.** Neutral financial management is important to maintain the overall neutrality of the NDC Partnership. The fund host should also meet the key PFM attributes, such as flexibility, speed, and the ability to reach additional recipients and donors, among other key criteria, as outlined further in Section F.

**The host organization should manage all financial aspects of the PFM.** As the financial manager of the fund, the host organization would receive and administer contributions, provide legal support, conduct financial due diligence, and disburse funds to approved recipients following the instructions of the Support Unit. The host would also be expected to provide periodic reports on all financial activities for review by the Support Unit and Steering Committee.

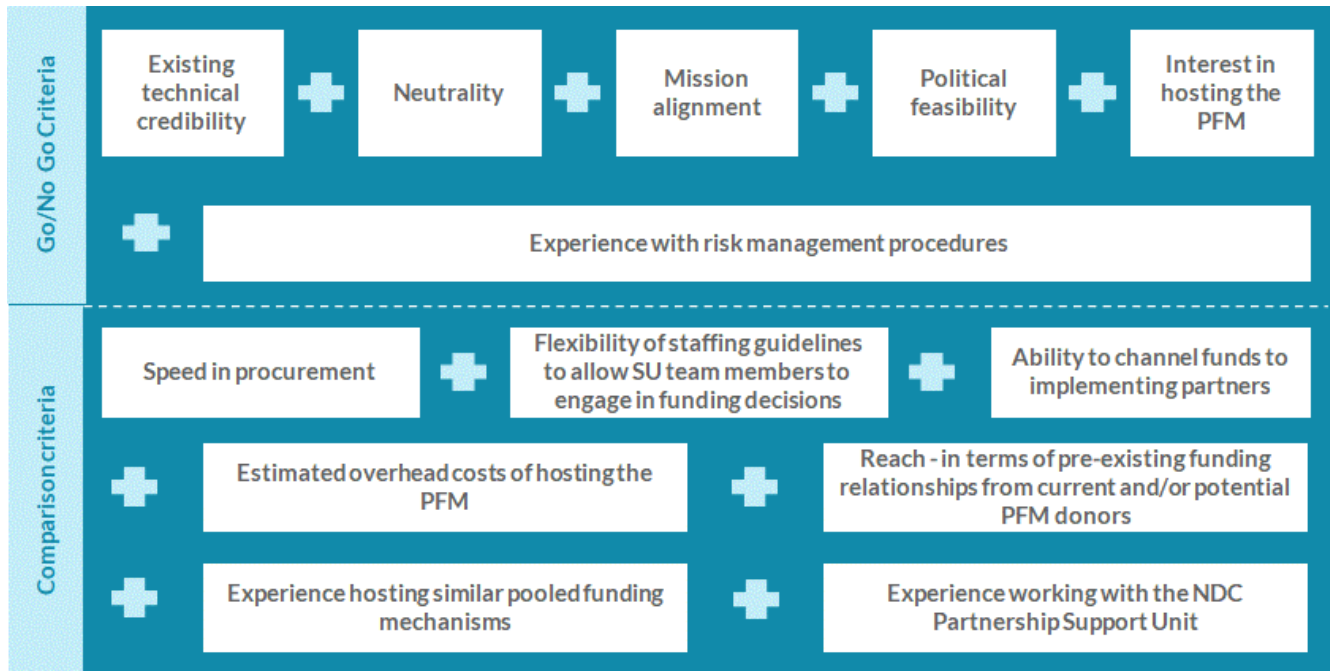




## CHAPTER F. WHAT HOSTING ARRANGEMENT IS BEST FOR THE PFM?

Based on the PFM target attributes and governance structure, we identified thirteen criteria through which to evaluate potential hosts. As shown in the figure below, within these criteria, six were categorized as 'Go/No Go' or nonnegotiable. Beyond this, potential hosts were assessed along seven comparison criteria.

Figure 8: Overview of the hosting arrangement screening criteria



### F1. Potential Host Criteria

The potential hosts were first evaluated based on six 'Go/No Go' or nonnegotiable criteria. A host failing to meet any of the Go/No Go criteria would preclude them from eligibility to be further considered as potential PFM host. These factors include:

- Existing technical credibility in hosting funds;
- Organizational capacity to build appropriate firewalls to prevent potential conflicts of interest and ability act as a neutral party in PFM funding decisions;
- Mission alignment with the NDC Partnership;
- Political feasibility – with the ability to receive funding from more than half of the current and potential PFM funders (especially Denmark, European Commission, France, Germany, Netherlands, Norway, Sweden, United Kingdom, USA);
- Interest in hosting the PFM;
- Existence of strong risk management procedures.

More detailed descriptions of what would constitute a “Yes” (Y) or “No” (N) to these criteria is provided in the Annex.

**If a host organization received positive marks on all the ‘Go/No Go’ criteria, seven comparison criteria were used to further analyze it.** These comparison criteria include:

- The speed in procurement, measured here through the comparable metric of establishing contracts;
- The flexibility in staffing guidelines to allow Support Unit team members to engage in funding decisions;
- The ability to channel funds to all implementing partners – including associate and institutional members;
- The ability to keep overhead costs low when focusing on fund management activities only (as a percentage of fund capitalization);
- The reach in terms of pre-existing funding relationships from current and/or potential PFM donors;
- The experience hosting similar pooled funding mechanisms;
- The experience working with NDC Partnership Support Unit.

Each potential PFM host received an assessment on a scale from “High” (best assessment), to “Medium” to “Low” – for each of the comparison criteria, based on careful review of the data collected from the consultations and the documents received.

## F2. Potential host analysis

**In consultation with the NDC Partnership Support Unit team and Steering Committee Co-chairs, the Dalberg team considered a broad list of candidates as potential hosts for the PFM.** The broad list initially included NDC Partnerships members such as the European Bank for Reconstruction and Development (EBRD), the Global Green Growth Institute (GGGI), the United Nations Development Programme (UNDP), the World Bank, World Resources Institute (WRI); but, also entities such as Arabella Advisors, the Global Development Incubator (GDI), the United Nations Foundation (UNF), the UN Multi-Partner Trust Fund Office, and the United Nations Office for Project Services (UNOPS).

A number of potential hosts were removed because:

- (i) They already host an NDC Facility;
- (i) The smaller disbursement levels envisioned for the PFM might lead to higher transaction costs at their levels.

The Dalberg team ended up considering four candidates to be assessed for fit as PFM host:

- GGGI as a non-UN multilateral development organization option with a strong mission alignment with the NDC Partnership;
- UNF for its existing relationship with UN agencies (some of the NDC Partnership members being UN agencies) and for its experience being an independent host for a diversity of pooled funding mechanisms;

- UNOPS for its existing relationship with UN agencies (some of the NDC Partnership members being UN agencies) and as some donors had already expressed interest and preference in channeling funds through UNOPS;
- WRI as it is the current host for the TAF.

**The comparison among the four potential PFM hosts did not lead to the identification of a candidate clearly standing out.** As shown in the table below, our analysis indeed showed that the four entities performed relatively close to each other.

You will find below the overall assessment of the four potential PFM host candidates across the thirteen criteria.

*Table 1: Overview of the assessment of the potential PFM hosts (global assessment per criterion)*

Criteria		Dalberg Advisors assessment of fit as PFM host				
		GGGI	UNF	UNOPS	WRI	
Go / No Go	Existing technical credibility	Y	Y	Y	Y	
	Neutrality	Y	Y	Y	Y%	
	Mission alignment	Y	Y	Y	Y	
	Political feasibility	Y	Y* ^	Y ^	Y* ^	
	Organization interest in hosting PFM	Y	Y	Y	Y%	
	Risk management procedures	Y	Y	Y	Y	
Comparison criteria	Speed					
	Speed in procurement	High	Medium	Low	Medium	
	Flexibility	Ability to allow Support Unit team members to engage in funding decisions	High	High	Low	High
		Ability to channel funds to implementing partners – including all associate members and institutional members	Medium	Medium	High	Medium
	Costs	Ability to keep overhead costs low	High	Low	Medium	Low
	Experience	Reach - in terms of pre-existing funding relationships from current and/or potential PFM donors	Medium	Medium	High	Medium
Experience hosting similar pooled funds		Low	High	High	Medium	

Experience working with the NDC Partnership Support Unit	Medium	Low	Medium	High
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**Legend:** (\*) Restriction linked to 501 (c) 3 status      (^) Potential overhead rates above 7%  
 (%) Prefers not to be purely transactional

Rather than rank or recommend a single organization as the right host, it became clear that the appropriate host would depend on which criterion the NDC Partnership Steering Committee would want to optimize for. For example:

- Considering the Global Green Growth Institute (GGGI) as PFM host would be to optimize for speed, flexibility, and overhead costs of hosting the PFM;
- Considering the United Nations Foundation (UNF) as PFM host would be to optimize for flexibility, and experience hosting pooled funding mechanisms;
- Considering UNOPS as PFM host would be to optimize for reach, experience hosting similar pooled funding mechanisms, and facilitated interaction with United Nations agencies;
- Considering the World Resources Institute (WRI) as PFM host would be to optimize for responsiveness, ease of set up, and link to the existing NDC Partnership infrastructure.

### F3. Short-term considerations

**In the short-to-medium term, regardless of the PFM host selected, money will continue to flow through WRI for existing technical assistance disbursements.** As some donors have already committed funds or expressed interest channeling funds through WRI for the PFM, any hosting arrangement will also need to consider how to manage the funds in WRI.

**During that short-to-medium term timeframe, and only if WRI is not selected as financial host, the PFM would be hosted by two entities.** In that specific co-hosting case, with both WRI and the PFM financial host, we would recommend exploring a potential split by Window: for instance, with WRI taking responsibility for Window 1 dedicated to Facilitation Support (building on WRI’s responsiveness and experience through TAF), while the PFM financial host manages the fund disbursements for Window 2 dedicated to Technical Assistance (including scoping support).

## CHAPTER G. RECOMMENDED NEXT STEPS

Beyond the recommendations above, the following next steps are recommended:

- **First, further discussion with the Steering Committee Co-chairs and potential donors will be needed to get their feedback on recommendations to date**, including fund guidelines, Terms of Reference (TORs) and other criteria.
- **Second, based on feedback from the Co-chairs and potential donors, a final recommendation of a host should then be presented to the Steering Committee** at its Spring 2021 meeting.
- **Third, once a preferred PFM host is agreed by the Steering Committee, Support Unit will need to engage in a process of negotiation on drafting the Memorandum of Understanding (MoU)**. During negotiations with the selected host, the Support Unit should prioritize discussions around overhead costs of hosting the PFM, subgrant and procurement timelines and procedures, pre-vetting procedures of partners, and task distribution between the Support Unit staff and the host team.
- **Lastly, finalize hosting arrangements and operational guidelines based on host**. Once the PFM MoU is agreed upon, we recommend advertising this new funding mechanism and the associated procedures. TAF country recipients, for example, expressed the desire to receive additional support to put together their country requests – through ad-hoc support, but also pre-submission workshops. These information sessions could be based on the PFM operating manual – which will be shared by Dalberg with the Support Unit.

## CHAPTER H. ANNEX

### H1. Overview of the recommended task distribution among PFM actors

The table below provides more details on the task distribution among the NDC Partnership Steering Committee, the PFM Donor Advisory Group, the NDC Partnership Support Unit serving as PFM Secretariat, and the PFM financial host.

Table 2: Overview of the recommended task distribution among PFM actors

Key Actors	Activities	Description
<b>Steering Committee</b> executing fund oversight functions	<b>Fund strategy</b>	<ul style="list-style-type: none"> <li>Approves key policies for the selection of PFM structures, processes</li> <li>Ensures results of overall Monitoring and Evaluation (M&amp;E) are acted upon</li> <li>Sets and periodically updates the Fund's strategy and guidelines</li> </ul>
<b>PFM Donor Advisory Group</b> proposing suggestions	<b>Fund strategy advisory</b>	<ul style="list-style-type: none"> <li>Proposes suggestions on PFM strategy and guidelines, including around investment requirements, eligibility criteria, and reporting requirements</li> </ul>
<b>NDC Partnership Support Unit</b> acting as fund secretariat	<b>Fund implementation</b>	<ul style="list-style-type: none"> <li>Selects / guides/ reviews selection of country recipients and implementing partners</li> <li>Approves allocation of PFM funds based on PFM TOR</li> </ul>
	<b>Monitoring and evaluation</b>	<ul style="list-style-type: none"> <li>Collects and collates project-level M&amp;E data from recipients and conducts fund-level M&amp;E</li> <li>Conducts project/ program due diligence by reporting on impact and value for money</li> <li>Disseminates lessons learned in achieving development outcomes</li> </ul>
	<b>Technical policy framework</b>	<ul style="list-style-type: none"> <li>Sets technical policies, including around investment requirements, eligibility criteria, and reporting requirements (financial and non-financial) – from the PFM strategy</li> </ul>
	<b>Resource mobilization</b>	<ul style="list-style-type: none"> <li>Engages donors to periodically/continually raise funding to support the Fund's operations</li> </ul>
	<b>External relations</b>	<ul style="list-style-type: none"> <li>Develops materials for external communications, and engages media and external stakeholders</li> <li>Facilitates the preparation of SC meetings, providing materials required if necessary</li> <li>Disseminates knowledge and lessons learned</li> </ul>
<b>PFM host organization</b> executing fund management functions	<b>Financial policy framework</b>	<ul style="list-style-type: none"> <li>Sets financial policies, including around procurement, HR, and fiduciary requirements.</li> </ul>
	<b>Contribution management</b>	<ul style="list-style-type: none"> <li>Negotiates and receives contributions from donors, and provides legal support</li> <li>Negotiates contracts and sub-grant agreements with recipients</li> </ul>
	<b>Fund management</b>	<ul style="list-style-type: none"> <li>Administers and invests/ reinvests funds as required</li> </ul>
	<b>Financial disbursements</b>	<ul style="list-style-type: none"> <li>Conducts financial due diligence, disburses funds to the approved recipients, following instructions</li> </ul>
	<b>Financial reporting</b>	<ul style="list-style-type: none"> <li>Provides periodic reports on all financial activities</li> </ul>



## H2. Introduction to the assessment criteria of the PFM host candidates

The PFM host candidates were compared across 13 hosting arrangement criteria:

- Six of the criteria were “Go / No-Go” criteria (with only “Yes” or “No” as potential answers) – used to test the extent to which the entities considered had the basic features required for the PFM host;
- Seven of the comparison criteria were used to further analyze the fit of each of the four candidates as a potential host for the PFM.

You will find below a table presenting the “Go/No Go” criteria.

*Table 3: Description of the “Go/No Go” hosting arrangement criteria (rationale and key assessment options per criteria)*

Criteria		Criteria Rationale	Key Assessment Options (per criteria)
Go / No Go	Existing technical credibility	<ul style="list-style-type: none"> <li>• Must have a positive track record hosting and/or managing a fund</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Track record hosting funds</li> <li>• (N) No track record hosting funds</li> </ul>
	Neutrality	<ul style="list-style-type: none"> <li>• Must be able to act a neutral party to funding decisions, establishing rigorous firewalls where potential conflicts of interest may arise – allowing the NDC Partnership to retain its neutrality</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Perceived ability to function as neutral financial host</li> <li>• (N) Perceived conflict(s) of interest to be expected in funding decisions and/or perceived inability to establish rigorous firewalls where potential conflicts of interest might arise</li> </ul>
	Mission alignment	<ul style="list-style-type: none"> <li>• Must have strong mission and/or strategic priorities alignment with the NDC Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Perceived alignment between the NDC Partnership’s mission and strategic priorities, and the PFM potential host’s</li> <li>• (N) Perceived misalignment between the NDC Partnership’s mission and strategic priorities, and the PFM potential host’s</li> </ul>
	Political feasibility	<ul style="list-style-type: none"> <li>• Must be a legal entity able to host a PFM (the NDC Partnership not being a legal entity)</li> <li>• Must have NOT been rejected as a fund host by a majority of potential PFM donors</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Ability to legally host a PFM and to receive funding from <b>more than half</b> current and potential PFM funders (especially Denmark, European Commission, France, Germany, Netherlands, Norway, Sweden, the United Kingdom, USA)</li> <li>• (N) Inability to legally host a PFM and/or receive funding from <b>more than half</b> current and potential PFM donors</li> </ul>
	Organization interest in hosting the PFM	<ul style="list-style-type: none"> <li>• Must have expressed interest in hosting the NDC Partnership PFM</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Expressed interest in hosting the PFM - when asked</li> <li>• (N) Did not express interest in hosting the PFM - when asked</li> </ul>
	Risk management procedures	<ul style="list-style-type: none"> <li>• Must have pre-established risk management procedures to address risks linked to funding recipients through due diligence procedures, and to cater to donors’ reporting standards</li> </ul>	<ul style="list-style-type: none"> <li>• (Y) Was able to share pre-established due diligence and risk management procedures, and confirm internal reporting capabilities</li> <li>• (N) Was not able to share pre-established due diligence and/or risk management procedures, and/or confirm internal reporting capabilities</li> </ul>

You will also find below a table presenting the comparison criteria.

Table 4: Description of the comparison criteria used to assess candidates' fit for host of the PFM (rationale and assessment options)

Criteria		Criteria Rationale	Key assessment options
Comparison criteria	Speed	Speed in procurement	<p>Preference for entities with responsive and quick timeline for procurement</p> <ul style="list-style-type: none"> <li>"High" or "Medium" or "Low" based on comparison of the RFP target procurement timelines.</li> </ul>
	Flexibility	Flexibility of staffing guidelines to allow Support Unit team members to engage in funding decisions	<p>Preference for entities allowing Support Unit staff to make grant making decisions within the host team</p> <ul style="list-style-type: none"> <li><b>High:</b> Ability for Support Unit staff to be embedded in the host team making grant making decisions AND experience allowing such a staffing configuration in procurement committees</li> <li><b>Medium:</b> Ability for Support Unit staff to be embedded in the host team making grant making decisions BUT no experience communicated allowing such a staffing configuration in the procurement committee</li> <li><b>Low:</b> Limited or no ability to embed Support Unit staff in the host team making grant making decisions</li> </ul>
		Ability to channel funds to implementing partners - including associate members and institutional members	<p>Preference for entities with pre-existing financial relationship with potential PFM implementing partners – including associate members and institutional members</p> <ul style="list-style-type: none"> <li><b>High:</b> Experience channeling funds to the types of entities represented among NDC Partnership associate members and institutional members (including Multilateral Development Banks, United Nations organizations, Non-Governmental Organizations)</li> <li><b>Medium:</b> Ability to channel funds to the types of entities represented among NDC Partnership associate members and institutional members (including Multilateral Development Banks, United Nations organizations, Non-Governmental Organizations)- although restrictions apply or lack of practical experience</li> <li><b>Low:</b> Limited experience and/or ability to channel funds to the types of entities represented among NDC Partnership associate members and institutional members</li> </ul>
	Costs	Extent to which PFM funds would NOT be impacted by estimated overhead costs of hosting the PFM	<p>Preference towards entities charging the lowest overhead costs (including staffing costs estimated to host the PFM), with 7% as an upper limit for some donors</p> <ul style="list-style-type: none"> <li><b>Considering 2 scenarios for the PFM shared with the potential host candidates:</b> <ul style="list-style-type: none"> <li><b>Scenario 1:</b> USD 10 million in fund capitalization, 5 PFM fund donors, 50 fund recipients, and 100 disbursements per year;</li> <li><b>Scenario 2:</b> USD 30 million in fund capitalization, 10 PFM donors, 50 fund recipients and 150 disbursements per year.</li> </ul> </li> <li><b>High:</b> Estimated overhead costs equal to or below 7% fund capitalization in both scenarios - including dedicated potential host staff cost</li> <li><b>Medium:</b> Estimated overhead costs above 7% fund capitalization in one scenario - including dedicated potential host staff cost</li> <li><b>Low:</b> Estimated overhead costs above 7% of fund capitalization in both scenarios - including additional host staff cost</li> </ul>
	Experiences	Reach - in terms of pre-existing funding relationships from current and/or potential PFM donors	<p>Preference for entities with pre-existing funding pathways to current donors and potential donors and/or stated donor preference for PFM host</p> <ul style="list-style-type: none"> <li><b>High:</b> Experience receiving funds from all current and potential PFM donors to date (Denmark, European Commission, France, Germany, Netherlands, Norway, Sweden, United Kingdom, USA)</li> <li><b>Medium:</b> Experience receiving funds from some of the current and potential PFM donors to date (Denmark, European Commission, France, Germany, Netherlands, Norway, Sweden, United Kingdom, USA)</li> <li><b>Low:</b> Experience with none of the current and potential PFM donors to date</li> </ul>
		Experience hosting similar pooled funding mechanisms	<p>Preference for entities with previous experience hosting similar pooled funding mechanisms</p> <ul style="list-style-type: none"> <li><b>High:</b> Experience hosting Pooled Funding Mechanisms,</li> <li><b>Medium:</b> Experience hosting multi-donor funds</li> <li><b>Low:</b> Limited or no experience hosting pooled funds from different donors</li> </ul>

	<p><b>Experience working with the NDC Partnership Support Unit</b></p>	<p>Preference for entities with prior working experience with the Support Unit processes</p>	<ul style="list-style-type: none"> <li>• <b>High:</b> Prior working experience with the NDC Partnership Support Unit as a Host</li> <li>• <b>Medium:</b> Prior working experience with the NDC Partnership</li> <li>• <b>Low:</b> Limited or no prior working experience with the NDC Partnership</li> </ul>
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### H3. Outreach List

Affiliation	Reason to interview	Consultation type	Name	Meeting date
<b>Benin</b>	Country recipient	Individual	Wilfred Biao Mongazi	5 February 2021
<b>Climate Analytics</b>	TAF recipient (associate members)	Group consultation (1)	Frances Fuller	2 February 2021
			Dr. Jan Sindt	2 February 2021
<b>Colombia</b>	Country recipient	Individual	Santiago Aparicio	28 January 2021
			Jose Francisco Charry	28 January 2021
			Maria Natalia Diaz Rozo	28 January 2021
			Adriana Gutierrez	28 January 2021
			Luz Johana Pinzon Tellez	28 January 2021
<b>Denmark</b>	Steering Committee members	Group consultation (2)	Dorthea Damkjær	8 February 2021
<b>EBRD</b>	Steering Committee members	Group consultation (2)	Gerrit Held	8 February 2021
	Steering Committee members	Individual follow-up	Jan-Willem van de Ven	12 February 2021
			Sung-Ah Kyun	12 February 2021
			Gerrit Held	12 February 2021
<b>ECOWAS</b>	Global South, currently not receiving TAF	Individual	Raoul Kouame	3 February 2021
<b>European Commission (EC)</b>	Potential donor, past implementing partner	Individual	Nicola Di Pietrantonio	1 February 2021
<b>FAO</b>	TAF recipient (UN voice)	Individual	Martial Bernoux	27 January 2021
			Giulia Galbiati	27 January 2021
			Jeremy Shlickerieder	27 January 2021
			Maylina St-Louis	27 January 2021
			Grazia Maeno	27 January 2021
<b>Germany (BMU)</b>	Potential donor	Individual	Philipp Behrens	26 January 2021
			Till Tibbe	26 January 2021
<b>Germany (BMZ)</b>	Potential donor	Individual	Martin Kipping	Written Feedback
			Simone Lukas-Hofner	
<b>GGGI</b>	Potential PFM host	Individual	Mahamadou Tounkara	26 January 2021
			Gerard O'Donoghue	26 January 2021
<b>IDB</b>	Steering Committee members	Group consultation (2)	Valentina Saavedra	8 February 2021
			Andres Fazekas	8 February 2021
<b>Jamaica</b>	Steering Committee members	Group consultation (2)	Omar Alcock	8 February 2021
			Claire Bernard	8 February 2021
			UnaMay Gordon	8 February 2021
<b>Netherlands</b>	Steering Committee members	Group consultation (2)	Mirko de Ponti	8 February 2021
<b>Nigeria</b>	Country recipient	Individual	Halima Bawa-Bwari	19 February 2021
			Huzi Mshelia	19 February 2021
			Chioma Amudi	19 February 2021
<b>Norway/NORAD</b>	Potential donor	Individual	Ivar Thorkild	3 February 2021
		Individual	Jane Ishiguro	9 February 2021

<b>Republic of the Marshall Islands (RMI)</b>	Steering Committee members		Clarence Samuel	9 February 2021
			Kristina Stege	9 February 2021
			Ralien Bekkers	9 February 2021
<b>Rwanda</b>	Steering Committee members	Group consultation (2)	Muhumuza Ntacyo Juvenal	8 February 2021
<b>SNV</b>	TAF recipient (associate members)	Group consultation (1)	Harko Koster	2 February 2021
			Robi	2 February 2021
<b>South South North (SSN)</b>	TAF recipient (associate members)	Group consultation (1)	Carl Wesselink	2 February 2021
			Michael Gerhard	2 February 2021
			Fran Fuller	2 February 2021
<b>UK</b>	Steering Committee members	Group consultation (2)	Laura Aylett	8 February 2021
			Jess Brown	8 February 2021
			Nathaniel Smith	8 February 2021
<b>UK</b>	Steering Committee members	Individual follow-up	Laura Aylett	10 February 2021
			Jess Brown	10 February 2021
			Nathaniel Smith	10 February 2021
<b>UN Foundation</b>	Potential PFM host	Individual	Andrew Axelrod	5 February 2021
			Lia Fordjour	5 February 2021
			David Burton	5 February 2021
			Ryan Hobert	5 February 2021
			Pete Ogden	5 February 2021
<b>UNDP</b>	Steering Committee members	Group consultation (2)	Allison Towle	8 February 2021
			Cassie Flynn	8 February 2021
			Jennifer Baumwoll	8 February 2021
			Catherine Diam-Valla	8 February 2021
			Christian Glass	8 February 2021
<b>UNOPS</b>	Potential PFM host	Individual	Katrin Lichtenberg	1 February 2021
<b>World Bank</b>	Steering Committee members	Group consultation (2)	Marius Kaiser	8 February 2021
<b>WRI</b>	Potential PFM host, current TAF host	Individual	Manish Bapna	2 February 2021
			Pankaj Bhatia	9 February 2021
			Don Spencer	2 February 2021
			Steve Barker	2 February 2021
<b>WWF</b>	TAF recipient (associate members)	Group consultation (1)	Reiig, Kristin	2 February 2021