

Review of the Global Center on Adaptation's (GCA) Africa Adaptation Acceleration Programme (AAAP)

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Disclaimer

The views expressed in this report are those of the evaluators. They do not necessarily represent those of the funder – GCA AAAP – or any individuals and organizations referred to in the report.

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List of acronyms

AAAP	Africa Adaptation Acceleration Programme
AfDB	African Development Bank
BAU	Business as usual
BCG	Boston Consulting Group
CMI	Chr. Michelsens Institutt
CPEIR	Climate Public Expenditure and Institutional Review
DCAS	Digital Climate Advisory Services
DFID	Department for International Development
EAC	Evaluation Advisory Committee
EQ	Evaluation Question
GCA	Global Center for Adaptation
GCF	Green Climate Fund
GEF	Global Environment Facility
HCD	Human Centered Design
IFI	International Financial Institution
IMF	International Monetary Fund
KII	Key Informant Interview
LLA	Locally-led adaptation
LPRES	Livestock Productivity and Resilience Support Project (Nigeria)
MDB	Multilateral development bank
MEL	Monitoring, evaluation and learning
MSME	Micro, Small and Medium Enterprises
NAP	National Adaptation Plan
NbS	Nature-based Solutions
NDC	Nationally Determined Contributions
O&M	Operations and Maintenance
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
PAPs	Project Affected Persons
PPP	Public-Private Partnership

PROCAVA	Inclusive Agri-Food Value Chain Development Programme (Mozambique)
SEI	Stockholm Environment Institute
TCDP	Tree Crop Diversification Project (Ghana)
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UFE	Utilization-Focused Evaluation
UK	United Kingdom
USAID	US Agency for International Development

Executive Summary

This report presents the findings of an evaluation of the Global Center on Adaptation's (GCA) Africa Adaptation Acceleration Programme (AAP), commissioned by Norad and conducted by Itad. The AAP, launched in 2021 in partnership with the African Development Bank (AfDB), is a flagship initiative designed to mobilize climate adaptation investments across Africa.

This evaluation assesses GCA's AAP over 2021–2025, with a primary focus on GCA's Upstream Financing Facility and its intended influence on downstream investment by partners such as the African Development Bank (AfDB). The review examines efficiency and effectiveness, impact and sustainability, and AAP's business model. It aims to inform Norad and other donors' future decisions, and to support learning and improvement within GCA and partners. The evaluation draws on document review, 26 semi-structured interviews with varied stakeholder groups, a country case study in Senegal, and an AI-supplemented structured portfolio review of 146 AAP project briefs.

Key conclusions

Conclusion 1: GCA's integrated approach—bringing together policy influence, convening high-level stakeholders, and providing technical assistance and capacity building—has enabled it to drive progress on climate adaptation at both international and national levels. However, there needs to be more focus on sustainability. GCA has played a significant role in developing climate adaptation financing tools, embedding adaptation indicators into international development finance, and raising the profile of adaptation among African leaders. Its technical assistance (particularly climate risk assessments) and capacity-building efforts are well regarded, with several examples of positive impact. However, these methods, tools, and training have yet to be widely institutionalised. GCA should continue to consolidate its predominant focus on national and regional actors, bringing in extra-regional organizations only when enabling Africa access to global expertise is vital.

Conclusion 2: GCA's centralised structures and ways of working limit its ability to support effective and sustainable downstream support, especially in the way of locally led climate adaptation. Despite impressive achievements in upstream technical assistance, policy advocacy, and capacity-building, GCA's downstream support for locally led climate adaptation has not yet achieved comparable impact. While participatory design and community engagement appear in some projects, and there has been some success in establishing local adaptation committees, the involvement of local actors outside of the government remains peripheral, and evidence points to local ownership not being consistently prioritised. GCA's centralised structure, managed mainly from headquarters and regional hubs, is also ill-suited to the participatory, locally driven work essential for effective and sustainable climate adaptation.

Conclusion 3: GCA's underdeveloped monitoring, evaluation, and learning systems are a critical weakness, hampering its ability to demonstrate impact and adapt in a challenging funding environment. Monitoring, Evaluation and Learning (MEL) systems within AAP are underdeveloped, focusing mainly on outputs rather than outcomes and broader impact, and lack a robust analysis of GCA's contribution to change. This limits GCA's ability to understand its impact, guide future actions and demonstrate cost-effectiveness and value for money (VFM). In the current environment of funding cuts, GCA's inability to robustly evidence its results and value for money poses a significant risk.

Recommendations

1. Continue to leverage GCA's convening power and invest in policy influencing through national and local governments, MDBs, and IFIs

2. Focus on building national capacity on climate risk assessments and integrating them into government systems.
3. Further strengthen the involvement of national and regional experts in project design and delivery (limiting international consultants).
4. Continue to strengthen downstream, community-level assistance by decentralising support—either by establishing local offices or by focusing additional efforts on mobilising funding and resources for local actors.
5. Continue efforts to systematise MEL processes, clearly articulating how immediate outcomes lead to medium- and long-term impact, integrate VfM assessments, and embed gender and equity.

1. Introduction

Founded in 2018, the Global Center on Adaptation (GCA) acts as a solutions broker, connecting knowledge, advocacy, and action on climate adaptation. It brings together governments, intergovernmental bodies, development banks, knowledge institutions, private sector and civil society organizations, and to address climate adaptation challenges and identify solutions.

In collaboration with the African Development Bank (AfDB), the GCA launched, and is spearheading, the Africa Adaptation Acceleration Programme (AAAP) in 2021. The program was designed as an African-led initiative to scale up climate adaptation actions across the continent by mobilising US\$25 billion over five years. As such, it was established as a direct response to the need for transformational adaptation in the face of climate change, the COVID-19 pandemic and related economic challenges.

This evaluation builds upon a 2022 mid-term review of GCA's Africa Work Program to assess the programme's effectiveness and sustainability. The work comes at an important moment, as the programme comes into its final year, and the last year of disbursements under the Norad-GCA agreement. As such, the evaluation is an opportunity to take stock of the results achieved and to revisit aspects of GCA's business model under the AAAP.

The report is structured in six sections: The remainder of **section 1**, along with **section 2** and **3**, describes the purpose of the evaluation, the wider context and the methodology. **Section 4** explores the evaluation findings, organised into three main sections focused on AAAP's efficiency and effectiveness (**4.1**), impact and sustainability (**4.2**), and business model (**4.3**). **Section 5** details the conclusions and **section 6** the recommendations. There are also several **annexes** which include: Annex 1 Methodology – additional information; Annex 2 Evaluation matrix; Annex 3 Results framework; Annex 4 Interview guide; Annex 5 Informed consent statement for interviews; Annex 6 Project briefs sample list; and Annex 7 Project-level M&E evidence.

1.1. Purpose, objectives and scope of the evaluation

In 2022, a mid-term review of GCA's Africa Work Program was carried out¹. It focused on the three pillars of GCA's Business Plan 2020–2025 and the four programmatic pillars of the AAAP. The findings of this early review indicated some promising trends in regards to the relevance of GCA's work, countries' endorsement of the programme, GCA's responsiveness to countries' needs and how well the programme aligns and synergises with other actors in the space.

Nevertheless, the early timing of the mid-term review meant that data was limited in some areas, especially concerning impact and sustainability. The review highlighted a risk related to GCA partners' ability to sustain the work in future due to factors such as limited resources and in-country technical capabilities, as well as challenges to identify well-placed partner institutions. The study also voiced concerns around a lack of clarity on how GCA would capture the extent of its contribution to results with the M&E practices that were in place at the time. Additional insights included little indication that capacity development was consistently integrated into the programme's activities, and fluctuations in the level of demand from country stakeholders in some settings.

The purpose of this evaluation is to assess the efficiency, effectiveness, impact, and sustainability of GCA's work under the AAAP, with a view to inform Norad and other development partners' decisions regarding potential future support. The evaluation serves both accountability and learning purposes,

¹ Universalis (2022) *External Mid-Term Review: Global Center on Adaptation Africa Work Program*. Montreal: Universalis Management Group.

aiming to generate evidence-based insights that can strengthen the AAAP's delivery model and inform broader climate adaptation programming.

The evaluation has the following **objectives**:

- **Assess the efficiency** of the GCA business model, including the cost-effectiveness of delivery mechanisms and operational structures (e.g., centralised vs. embedded technical assistance, use of consultants vs. in-house teams).
- **Evaluate the effectiveness** of the AAAP in achieving its intended outcomes, particularly the development, brokering, implementation, and scaling of transformative and inclusive adaptation solutions across the four AAAP pillars: food security, resilient infrastructure and nature-based solutions, youth entrepreneurship and adaptation jobs, and climate adaptation finance.
- **Examine the impact** of AAAP interventions, including evidence of systemic changes among multilateral development banks (MDBs), national and local stakeholders, and the extent to which GCA-supported results would not have occurred without its involvement.
- **Assess sustainability**, focusing on the institutionalisation of knowledge products, local ownership, and the durability of outcomes beyond GCA's direct involvement. This includes attention to cross-cutting issues such as gender, human rights, and anti-corruption.
- **Identify strengths and weaknesses** in the GCA business model and provide actionable recommendations for enhancing the AAAP's long-term effectiveness and relevance.
- **Document lessons learned**, including both success stories and learning cases that illustrate the mechanisms and challenges of GCA's contributions to climate resilience in Africa.

The **scope** of evaluation covers the period from the launch of the AAAP in 2021 through to 2025, with a primary focus on the results achieved under the Upstream Financing Facility managed by GCA. The development of AAAP 2.0 is excluded from the scope.

Thematic and geographic coverage spans all four AAAP pillars and the full geographic footprint of the program across Africa.

The **primary** audience for the evaluation includes: Norad, particularly the Section for Nature and Climate, which will oversee and approve the evaluation deliverables. The **secondary** audience includes: **GCA**, as the implementing partner, to support internal learning and strategic planning; **Other AAAP donors**, including France, Denmark, the Netherlands, Canada, and the United Kingdom, who may use the findings to inform future funding decisions. **Multilateral development banks (e.g., AfDB)** and national implementing partners, who are key actors in the AAAP's delivery model. Whilst this in addition to the original ToR, GCA has welcomed that this final report be shared with other AAAP donors.

2. Context

In this section, we provide background to GCA's AAP (2.1) and Norway's engagement with the organisation (2.2).

2.1. Overview of the GCA's AAAP

The GCA's AAAP was launched in April 2021 as a collaborative initiative driven by the GCA and the AfDB to mobilize and scale up climate adaptation actions across the continent, focusing on closing Africa's adaptation gap and promoting inclusive, climate-resilient development. It aims to mainstream adaptation into all economic sectors and government planning processes, supporting large-scale investments and policy reforms that are evidence-based and country-owned. As such, it is intended to draw heavily on African priorities as articulated in National Adaptation Plans (NAPs), Nationally Determined Contributions (NDCs), and other strategic frameworks. African leaders and international donors have provided widespread political support for the AAAP.

The program spans 2021 to 2025, with a budget of €83 million aimed at influencing US\$25 billion for adaptation investments. Norway is an important donor to the AAAP and other financing partners are France, Denmark, Netherlands, Canada, and the United Kingdom, among others.

Under the AAAP, GCA provides upstream technical assistance to integrate climate adaptation solutions effectively into project designs, leveraging global knowledge and analytical tools tailored to the African context. The AAAP aims to enhance Africa's resilience and development through four pillars:

1. Climate-Smart Digital Technologies for Agriculture and Food Security
2. African Infrastructure Resilience Accelerator
3. Empowering Youth for Entrepreneurship and Job Creation
4. Innovative Financial Initiatives

Across these four pillars are two financing mechanisms: the AfDB's Climate Action Window under ADF-16 replenishment, and the AAAP Upstream Financing Facility managed by GCA.

1. Downstream Financing Facility

This Facility is administered by the AfDB, primarily through The Climate Action Window under ADF-16 and AfDB's regular portfolio programming, which includes adaptation components integrated into broader infrastructure and development projects in alignment with the 2022 Joint Methodology for Tracking Climate Change Adaptation Finance. The Facility focuses on **financing the implementation of large-scale, climate-resilient investments**, often influenced by the upstream work of the GCA. Funding is reserved for projects under the four pillars mentioned above.

2. Upstream Financing Facility

GCA is committed to generating cutting-edge, evidence-based knowledge to guide the AAAP. It emphasizes the importance of rigorous analytics and research to ensure adaptation investments are effective and impactful. To do so, this Facility is intended to play a central role in shaping and guiding the design of climate adaptation interventions before they are implemented. Its primary functions include:

- **Design of transformational adaptation programs**, including investment plans, and project designs.

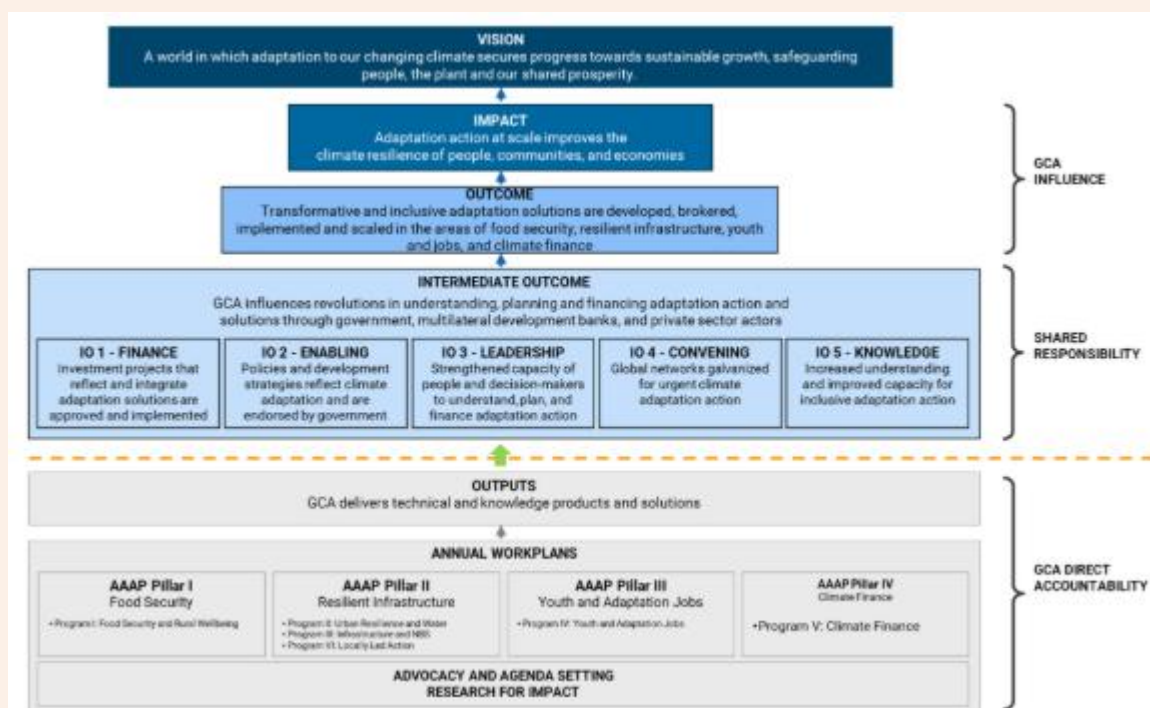
- **Technical assistance**, such as building the capacity of African governments and institutions to prepare and access adaptation finance, especially through global climate funds.
- **Policy engagement and knowledge generation**, supporting research, analytics, and strategic dialogue to ensure adaptation actions are evidence-based and aligned with national priorities.
- It also supports **cross-cutting themes** such as gender, youth, governance, and environmental sustainability.

The Upstream Financing Facility aims to generate a high leverage ratio – targeting 1:100 in downstream adaptation investments – by influencing and improving large-scale projects delivered by partners like multilateral development banks (MDBs), national governments, and the private sector. It is funded through contributions from donors, with a target of €250 million for 2021–2025.

The Upstream and Downstream mechanisms are designed to be complementary: The former intends to shape the enabling environment and project pipeline, and the latter to finance and implement the resulting investments.

The program also employs a Theory of Change (ToC) where technical and knowledge products and solutions related to the four pillars are contributing to intermediate outcomes such as knowledge enhancement, convening networks for climate action, leadership capacity, enabling environments, and financing large-scale adaptation projects. The outputs and outcomes articulated in this ToC are operationalised through concrete indicators and targets in the Results Framework, which can be found in Annex 3.

Figure 1: AAAP's Theory of Change (ToC)



2.2. Norway's engagement with AAAP

Norway has a strong commitment to climate action with significant financial investments in support of both mitigation and adaptation. Such investments are made against the background of the Norwegian commitment to double climate finance to NOK 14 billion by 2026, and as part of that to at least triple adaptation finance compared to 2020 levels. Recent examples include the launch of the Norfund Climate Investment Fund (2022–2026), amounting to NOK 2 billion per year, as well as a

NOK 5 billion sovereign guarantee scheme to support clean energy in developing countries. Furthermore, Norway contributes NOK 3.2 billion (2024–2027) to the Green Climate Fund, NOK 780 million to the GEF-8, while also providing targeted support to the Least Developed Countries Fund and the Special Climate Change Fund.²

The particular focus on adaptation is also evident in the Government of Norway's climate adaptation strategy, "Climate change, hunger and vulnerability", which articulates Norway's aim to support countries in adopting climate-resilient policies, practices, and infrastructure. In relation to the commitment to triple adaptation finance by 2026, support to climate change adaptation increased by NOK 380 million in 2025.³

Norad has also committed to climate-proofing its own operations. Furthermore, Norad promotes climate-smart development by applying green performance standards across its portfolio and allocating additional resources and technical support to high-impact initiatives.⁴ Norway also collaborates with multilateral institutions to embed green transition goals into their governance and operations, aiming to shift institutional norms and incentives.⁵

Norad's continued support to AAAP aligns with Norad's and Norway's general funding priorities. As such, Norway's involvement in AAAP is not just financial, but also political and strategic. Since AAAP's inception in 2021, Norway has provided NOK 125 million, under the 2020–2022 agreement, and has committed a maximum of NOK 155 mill, under the current 2023–2025 agreement, to support AAAP.

² Ibid.

³ Government of Norway. (2025) Third Biennial Communication on Climate Finance under Article 9.5 of the Paris Agreement. UNFCCC. https://www4.unfccc.int/sites/SubmissionsStaging/Documents/202502260921---Third%20Norwegian%20submission%20pursuant%20to%20article%209.5%20of%20the%20Paris%20Agreement_.pdf

⁴ Norwegian Agency for Development Cooperation (Norad). (2022) Norad's Action Plan for Greener Development Cooperation. <https://www.norad.no/globalassets/om-norad/norads-action-plan-for-greener-development-cooperation.pdf>

⁵ Ibid.

3. Methodology

This section describes the evaluation methodology. **Section 3.1** presents the approach. **Section 3.2** the methods used to collect and analyse data in this study, and **Section 3.3** presents the limitations of the study. A more detailed description of the methodology is included in Annex 1.

3.1. Evaluation approach

We designed the evaluation to be **utilization-focused** and **learning-oriented**. Our approach took into account the purpose and intended use of this study (section **Error! Reference source not found.** and **Error! Reference source not found.**), and included several touchpoints with Norad to ensure a responsive learning process based on actionable evidence, including a check-in with Norad in July and August, and a Preliminary Findings discussion in September.

3.2. Data collection and analysis methods

Our evaluation approach was implemented through the following methods.

- **Document review:** We reviewed core AAAP documentation, other relevant material, and reviewed selected external literature on climate adaptation in Africa. This review provided foundational insights and helped to inform the selection of case studies and interviewees.
- **Key Informant Interviews:** A total of 26 semi-structured interviews were conducted with a diverse set of stakeholders, distributed as follows: two Norad representatives, nine high-level GCA/AAAP representatives, eight AAAP country leads, and seven country-level stakeholders from Senegal. When selecting stakeholders, we aimed for coverage across various criteria such as AAAP pillars, geography and stakeholder type (e.g. partner, government stakeholders, external experts and GCA staff). KIIs were supported by an interview guide, found in Annex 4, to ensure coverage of key points. At the start of each KII, we obtained interviewee's informed consent, indicating their right to withdraw at any point, without penalty, and requesting permission to record and transcribe the discussion. The full informed consent statement is attached to this document as Annex 5.
- **Case study:** We conducted a deep dive case study of Senegal through our in-country national consultant. The same approach and methodology as for the overall evaluation was used for this case study. Through the case study, we examined how AAAP's different elements fit together and how they strategically advance climate adaptation within Senegal, contributing to AAAP's overarching aims.
- **Project portfolio review:** We conducted an AI-supplemented analysis of 146 AAAP project briefs to gather key details such as project pillars, budgets, number of expected beneficiaries, and key adaptation measures into an Excel format which, once independently verified by an evaluator, enabled portfolio-wide analysis. Targeted analysis was also undertaken to better understand project differences for each pillar and key cost-effectiveness performance across the portfolio.
- **Analysis and triangulation:** We triangulated information across multiple sources wherever possible. We placed specific care on not overgeneralizing from isolated examples or individual statements, instead seeking to identify recurring patterns and themes that emerge across time, contexts, and stakeholder groups.
- **Consultations:** Consultations with Norad and GCA were carried out by members of the evaluation team to discuss emerging findings and overall evaluation progress.
- **Feedback:** The initial draft of the final report was shared with both Norad and GCA, providing an opportunity to clarify and validate findings and conclusions.

3.3. Limitations

There were three main limitations to the evaluation.

- **Budget constraints.** The moderate review budget necessitated a selective approach to data collection and analysis. This limited the breadth of data we could collect. Ideally, we would have conducted case studies in more than one country.
- **Data availability.** The evaluation has had to rely heavily on self-reported results data from GCA. We have verified this in many places with our own primary data, however, when we are making statements that are only based on self-reported data, we are transparent about this. The level of data related to impact was also limited. This was because of weaknesses in GCA's monitoring, evaluation and learning (MEL) system. This has limited our ability to provide a comprehensive assessment of the long-term impact AAAP has had.
- **Evaluation timeline.** The evaluation operated within a tight timeframe, requiring rapid synthesis and iterative learning during data collection. This limited opportunities for extended engagement, deeper probing, and validation with stakeholders in the field.

Due to these constraints, we did not set out to develop an exhaustive understanding of the full range of outcomes that were achieved by AAAP. Instead, we have surfaced the principal outcomes that have emerged through AAAP's intervention, as well as the barriers and facilitators to their attainment. However, it is important to note that, given the nature of the data that was available for this evaluation, we could qualify the contribution of AAAP to outcomes but not quantify the magnitude of that contribution.

4. Findings

This section of the report presents the main findings of the evaluation. The section is divided into three main parts:

- **3.1 Efficiency and Effectiveness**

This examines how efficiently and effectively the AAAP has delivered its intended outcomes, covering advocacy and policy influence, technical assistance and capacity-building, support for locally led adaptation.

- **3.2. Impact and Sustainability**

This explores the longer-term effects and sustainability of AAAP interventions. It assesses evidence of lasting change, the institutionalisation of knowledge and capacity, sustainability, and the integration of gender and equity considerations across the program's pillars and pathways.

- **3.3. Business Model**

This analyses the operational and strategic dimensions of the AAAP business model, focusing on the roles of upstream and downstream activities, value-add, and the MEL systems it has in place.

4.1. Efficiency and Effectiveness

This section assesses how effectively AAAP and GCA have delivered on their intended outcomes. In addition, it discusses the extent to which GCA's various delivery mechanisms have led to results and returns on investment. The section is organised along three main delivery mechanisms, through which GCA has supported its international and country-level partners: (i) advocacy and policy influence; (ii) technical assistance and capacity-building; and (iii) efforts to promote locally led adaptation. Since this section focuses on the mechanisms used by AAAP and GCA to produce outcomes, it does not map one-to-one against the Results Framework. We did not aim to quantify the results obtained through AAAP and GCA activities; instead, we discuss *how* different types of mechanisms facilitate outcome attainment. Specific outcomes are discussed in detail—although not necessarily quantified—in Section 4.2. This section also discusses the cost-effectiveness of AAAP programming, taking stock of reach and cost-per-beneficiary. The section responds to EQs 1– 4 (see Annex 2 – Evaluation matrix for more information).⁶

4.1.1. Advocacy and Policy Influence

GCA's adaptation influencing work and the AAAP programme have made important contributions to the mainstreaming of climate adaptation in the region's development finance ecosystem. Through high-level political engagement with national governments, MDBs and IFIs, including the World Bank, AfDB, IFAD and IMF, GCA has supported the integration of adaptation into macroeconomic reforms, including through the IMF's Resilience and Sustainability Facility in countries such as Benin, Madagascar, Tanzania, and The Gambia.⁷

GCA's convening power has effectively brought together key stakeholders including MDBs, IFIs and national governments to address key adaptation issues. For instance, GCA organized the African Adaptation Summit together with the African Union, AfDB, IMF, Africa Adaptation Initiative and the Climate Vulnerable Forum in Rotterdam on 5 September 2022, ahead of COP27, to discuss the importance of investing in climate resilience.⁸ It also convened high-level political figures,

⁶**EQ1:** Main outcomes achieved by the AAAP in relation to the theory of change; **EQ2:** Cost-effectiveness of GCA in contributing to such outcomes; **EQ3:** Whether GCA outputs and technical advisory support are translating into intermediate outcomes; **EQ4:** Evidence that GCA-supported results would not have happened without GCA involvement (counterfactual).

⁷ KII 1, KII 2, KII 4, KII 5, KII 6, KII 12, KII 17, KII 18

⁸ KII 4, KII 5, KII 6

parliamentarians, national entities and investors through forums such as the Youth Adaptation Network and Advisory Panels.⁹ Multiple stakeholders praised GCA's convening power¹⁰, particularly in its role in shaping Africa's engagement with climate adaptation. Stakeholders noted that convenings at forums such as Davos, UNGA, and COP have 'helped bring climate adaptation to the fore in Africa and in international debates'¹¹, 'put climate adaptation into the agenda of African governments'¹² and 'amplified African leadership'.¹³

GCA has helped shape the climate agenda of IFI and MDBs. A common theme among interviews was how GCA's advocacy and influencing work has shaped the debate and discourse around climate and climate adaptation within IFI and MDBs.¹⁴ Reference was made to how GCA has 'been influential in shaping the IMF climate agenda'¹⁵ and climate adaptation at the World Bank.¹⁶ Other stakeholders commented more broadly on how AAAP has 'shaped the investment agenda of multilateral development banks'¹⁷, and 'set the tone for international organizations' through its climate advocacy.¹⁸

GCA has also played an important role in ensuring climate adaptation indicators are integrated into development financing instruments. GCA played a notable role in influencing both the African Development Bank (AfDB) and the International Monetary Fund (IMF). Through its convening power, technical assistance, and advocacy activities, GCA contributed to the AfDB's decision to establish the Climate Action Window—a facility previously lacking within the bank. In addition to this, since 2023, GCA has supported the design and the implementation of the Resilience and Sustainability Facility (RSF) of the IMF, providing technical assistance specifically to the RSF country package design in Benin, Madagascar, Senegal, Sierra Leone, Tanzania, and The Gambia, whilst continuing to support RM implementation in Benin, Madagascar, The Gambia, and Tanzania upon requests from the IMF and/or the Government in each country. These are notable examples of influence.

GCA's influencing work, supplemented with its technical assistance, has also contributed to national and sub-national climate-resilient policy reforms across Africa. GCA's own reporting identifies eight instances where government policy and planning were shaped by its efforts¹⁹ (See Box 1 below). These range from shaping climate-resilient healthcare infrastructure planning in Nigeria, to influencing national planning guidelines and the Green Fund in Rwanda. Our case study in Senegal also points to GCA making an important contribution to the governments selection of priority sectors for adaptation and mitigation through conducting the first climate vulnerability and exposure assessment.²⁰

⁹ Global Center on Adaptation. (2023). *Africa Adaptation Acceleration Program (AAAP) Upstream Financing Facility Work Program 2024*.

¹⁰ KII 12, KII 13, KII 14, KII 16, KII 19

¹¹ KII 12

¹² KII 16

¹³ KII 14

¹⁴ KII 12, KII 14, KII 15, KII 16

¹⁵ KII 12, KII 14

¹⁶ KII 14

¹⁷ KII 15

¹⁸ KII 16

¹⁹ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

²⁰ KII 26

Box 1: Adaptation policies and investment projects influenced by AAAP²¹

Policies and investment projects endorsed by governments informed by AAAP	
• Mukuru (Kenya): Integration of locally led adaptation (LLA) principles and development of a roadmap for investment in informal settlements. • Djibouti: Rapid Climate Risk Assessment (RCRA) results influenced the design of urban infrastructure projects and slum upgrading programs. • Marrakesh (Morocco): Findings informed AfDB's Urban and Municipal Development Fund and City Action Plan. • Kisumu (Kenya): GCA recommendations shaped investment planning with AfDB. • Kenya Urban Support Program II: GCA supported climate-resilient urban planning across 45 counties. • Gambia: GCA's climate analysis informed infrastructure investment prioritization and design standards. • Nigeria (Sokoto): GCA's support led to climate-resilient healthcare infrastructure planning. • Rwanda: GCA's work with the Local Administrative Entities Development Agency (LODA) and BRAC Rwanda influenced national planning guidelines and the Rwanda Green Fund.	

Several African countries engaged by GCA have earmarked budgetary allocations, or at least made commitments to allocate funding, towards climate adaptation. GCA's own reporting points to five countries where it has contributed to financial commitments, Senegal, Rwanda, Cote d'Ivoire, Kenya and Tanzania²² (See table 2 below). In Rwanda, for example, technical assistance and advisory work **have helped shift budgeting conversations towards climate-relevant needs**, although this is not yet reflected in the country's final budget request.²³ It has also done work to **mobilize funding at the local level**, in line with its shift towards locally led adaptation, for instance launching basket fund pilots and local adaptation committees in two Rwandan districts.²⁴ In Senegal, GCA's Technical Assistance Programme has mobilized \$200 million in adaptation finance across four national entities (this was reported by GCA and validated through our Senegal country study).²⁵

Table 1: Non-Exhaustive List of Financial commitments as a result of GCA Intervention²⁶

Country	Type of Commitment	GCA Role	Status
Senegal	Formal financial commitment to adaptation	GCF accreditation support, concept notes, policy development	Confirmed ²⁷
Rwanda	Budget formula revision to include climate vulnerability	Supporting s Local Administrative Entities Development Agency (LODA) to integrate LLA and resilience, leveraging development	Confirmed (pilot strategy)

²¹ Global Center on Adaptation. (2025). *GCA Results Tracker: AAAP Results Framework*.

²² Global Center on Adaptation (GCA). (2024). *Norway_GCA AAAP 2024 Annual Results Report*.

²³ KII 18

²⁴ KII 18

²⁵ KII 4; GCA (2025) The Africa Adaptation Acceleration Program Upstream Financing Facility 2024 Results Report

²⁶ Global Center on Adaptation (GCA). (2024). *Norway_GCA AAAP 2024 Annual Results Report*.

²⁷ GCA (2025) The Africa Adaptation Acceleration Program Upstream Financing Facility 2024 Results Report

		investments to climate-proof investments	
Côte d'Ivoire	Budget and expenditure analysis for adaptation-linked bond issuance	CPEIR, sovereign bond roadmap	Confirmed ²⁸
Kenya	Engagement with domestic banks to steer adaptation finance	MoUs with CRDB, Equity Bank; stress testing and TA	Confirmed
Tanzania	Engagement with domestic banks to steer adaptation finance	MoUs with CRDB, Equity Bank; stress testing and TA	Confirmed

4.1.2. Technical Assistance and Capacity-Building

GCA's technical assistance and capacity-building are widely recognised as high-quality and have played an important role in advancing climate adaptation. Across interviews and document reviews, GCA is consistently described as a credible and responsive technical partner by MDBs, IFIs, and national stakeholders.²⁹ It is seen as delivering rapid, highly specialised expertise, in a flexible manner across multiple workstreams.³⁰ GCA were consistently referred to by stakeholders as playing a notable and important role in progressing climate adaptation across the region.³¹

The most valued technical contribution from GCA has been the delivery of pre-implementation climate risk assessments, which have directly shaped the design of major infrastructure and agricultural projects. These interventions have filled critical capacity gaps, as such assessments are typically too resource-intensive for MDBs to conduct independently.³² Stakeholders noted that, without GCA's involvement, these risk assessments would likely not have been completed, and the resulting projects would have been less climate-resilient.³³ In Burundi, for example, GCA's assessment identified resilience gaps in the water supply system, prompting AfDB to design 18 climate-resilient schemes.³⁴ In Comoros, similar assessments enabled the development of adaptation options for maritime ports.³⁵

GCA's technical assistance and capacity building have also shaped government policies, procurement processes. As has already been discussed in section 4.1.1., there are several examples of where GCA's policy influencing, technical assistance and capacity development have combined to shape national policies and programmes. The reality is that it is these three strategies working in tandem that seems to be most effective. A good example of this, is in Ghana, where the integration of climate resilience criteria into public-private partnership procurement processes has become embedded within government policy through the Ghana Tree Crop Diversification Project (TCDP). GCA supported the project by leveraging climate risk assessments, co-designed adaptation options and capacity

²⁸ GCA (2025) The Africa Adaptation Acceleration Program Upstream Financing Facility 2024 Results Report

²⁹ KII 12, KII 13, KII 14, KII 16, KII 24, KII 26

³⁰ KII 15, KII 19

³¹ KII 12, KII 13, KII 14, KII 16, KII 24, KII 26; KII 27

³² KII 13, KII 14, KII 15, KII 19, KII 26, KII 27

³³ KII 16; KII 15

³⁴ KII 15

³⁵ KII 16

building to ensure climate-smart procurement and investment decisions, an approach now being extended to additional ministries and sectors.^{36 37} The institutionalisation of climate-resilient standards and processes within national government provision to create lasting change is especially event in GCA's work in Ghana, as documented in the success story in Annex 8.

Core to GCA's technical assistance and capacity-building model is using external international consultants. While this enables rapid, highly specialised, and flexible support it also creates tensions with local ownership and long-term sustainability. While stakeholders generally assessed the quality of technical assistance delivered by consultants as good, many, across several countries raised concerns that GCA's reliance on external and international, consultants can dilute national capacity over the longer-term, particularly when consultants lack local language skills or contextual understanding (see 4.1.3).³⁸ In some cases, the use of international experts was seen as a missed opportunity to leverage or build local expertise, with risks that knowledge and skills may not be fully embedded in partner systems. There were clear demands from the field for greater reliance on African consultants and for consultants to mentor, not just parachute in and out.³⁹

However, local stakeholders' perceptions are discrepant with procurement outcomes and processes reported by GCA, suggesting a need for further coordination and communication. Alongside domain-specific competence in climate adaptation and risk mitigation, GCA consultants are selected based on previous work completed in the target country, knowledge of specific local languages, and other pertinent factors that will enable consultants to effectively collaborate with local partners. Furthermore, ToRs issued by GCA are framed to specific contexts and modified to integrate lessons learned from previous experiences. This reflects in contracts procured by GCA: in the 2024–2025 period, 23% of 90 relevant TA contracts were signed with 100% African or local firms, and another 58% with consortia composed of both international and local consultants. Furthermore, out of 33 sub-grants awarded in the same period, 52% were awarded to local partners.

4.1.3. Supporting Locally Led Adaptation Programmes

GCA has demonstrated some success in providing downstream support to locally led adaptation, mainly through resource mobilisation and targeted initiatives—most notably the Youth Adapt Challenge. GCA have directly provided approximately US\$4.7 million to 41 youth-led enterprises across 20 African countries since 2021, with additional follow-on funding of over US\$8 million secured by participating businesses.^{40 41} The Youth Adapt Challenge has enabled local climate-responsive businesses to expand, increase revenue, and attract further investment from IFIs and private sector partners, which in turn generated jobs in climate adaptation and the wider green economy.⁴² This example points to how GCA's strongest value offering regarding locally led adaptation is perhaps more through enabling and resourcing local actors than through procurement of external solutions.

GCA has also achieved some successes in participatory planning and the establishment of local adaptation committees, suggesting potential to embed LLA approaches in upstream assistance. In several countries, including Senegal, Rwanda, and Kenya, local adaptation committees (LCAs) have

³⁶ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

³⁷ KII 10, KII 18, KII 20, KII 24

³⁸ KII 13, KII 18, KII 27, KII 22, KII 23, KII 27

³⁹ KII 13, KII 19, KII 27

⁴⁰ Global Center on Adaptation (GCA). (2025). *External Evaluation of AAAP's Upstream Financing Facility: Full Report*. Boston Consulting Group (BCG).

⁴¹ KII 8

⁴² Global Center on Adaptation (2023) *Unlocking entrepreneurship: YouthADAPT Solutions Challenge impact report 2021–2022*. Rotterdam: GCA; Global Center on Adaptation (2025) *Norway_GCA AAAP 2024 Annual Results Report*. Developed for the Norwegian Agency for Development Cooperation. Rotterdam: GCA.

been established and participatory planning processes initiated because of GCA support.⁴³ LCAs bring communities together to plan, coordinate, and sustain locally driven, context-specific adaptation action. In Kenya for example, through AAAP's LLA stream, GCA supported the development of a community-generated "People's Adaptation Plan," which was subsequently adopted as the county's formal land-use plan.⁴⁴ Despite these notable successes, stakeholders pointed to GCA's contribution to LCAs often being hampered by several challenges that are detailed below.⁴⁵

Language barriers, insufficient involvement of national experts, and different understandings of LLA, have been highlighted as obstacles to effective collaboration and contextualisation of local solutions.

For example, in francophone and lusophone countries, the predominance of English in programme materials and delivery has limited accessibility and delayed implementation.⁴⁶ In Senegal, project leads noted that engagement with more local expertise would have enhanced efficiency, built national capacity, and fostered greater local ownership—key ingredients for embedding adaptation practices in national systems. In several other cases, stakeholders also pointed to a misunderstanding of what constitutes locally led adaptation, **equating engagement with ministers or national officials to genuine community involvement.**⁴⁷ This **disconnect** is potentially particularly problematic in countries with diverse climates, such as Tanzania and Madagascar, where robust local engagement is essential to develop solutions that address complex and varied adaptation needs across regions.⁴⁸ Indeed, bridging the **disconnect between technical assistance and local contexts is an important lesson learned for driving LLA**; the learning story in Annex 9 about GCA's experience in Senegal clearly articulates these barriers and potential ways forward for addressing them.

Stakeholders also consistently raised concerns about GCA's organizational structure and limited field presence, as constraints to its ability to support genuinely locally led adaptation. Stakeholders pointed to **GCAs centralised model**, with services delivered primarily from headquarters and regional hubs, working against meaningful local engagement and partnership working.⁴⁹ This point is discussed in more detail in section 4.3., where we explore the GCA business model.

4.1.4. Cost-effectiveness

Although there are encouraging indications that GCA's upstream activities may deliver benefits far exceeding their initial costs, the lack of comprehensive data on costs and results means that, at present, only a few isolated examples exist. Although a comprehensive cost-effectiveness analysis of GCA's work was beyond the scope of this review, the available evidence suggests that GCA's upstream influencing, technical assistance, and capacity-building may deliver considerable returns on investment. For instance, in Senegal, a relatively modest investment of €320,000 from GCA helped shape the \$180 million livestock programme referenced earlier, by embedding climate risk assessments and digital advisory systems.⁵⁰ Similarly, in Malawi, €339,414 was used to support climate-smart agriculture training for 5.4 million people, resulting in a cost per beneficiary of less than €0.07.⁵¹ These examples demonstrate that, when well-targeted and effective, GCA's advisory and influencing activities can unlock impact on a scale far greater than the initial financial outlay.

⁴³ KII 15, KII 16, KII 17, KII 23

⁴⁴ KII 2

⁴⁵ KII 13, KII 18, KII 22, KII 23, KII 25, KII 27

⁴⁶ KII 22, KII 23

⁴⁷ KII 22, KII 23

⁴⁸ Global Center on Adaptation (GCA). (2025). *External Evaluation of AAAP's Upstream Financing Facility: Full Report*. Boston Consulting Group (BCG); Global Center on Adaptation (GCA). (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*; Global Center on Adaptation (GCA). (2024). *Norway Version – GCA AAAP 2024 Annual Results Report*.

⁴⁹ KII 1, KII 18; KII23; KII25

⁵⁰ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

⁵¹ Global Center on Adaptation (GCA). (2025). *External Evaluation of AAAP's Upstream Financing Facility: Full Report*. Boston Consulting Group (BCG); Global Center on Adaptation (GCA). (2024).

However, to substantiate these promising indications and present a balanced, credible account of its value for money, GCA will need to prioritise further development of its MEL system (See section 4.3.3.).

Looking beyond the GCA investment, downstream projects that GCA aims to influence vary widely in investment size and beneficiary reach, with no clear correlation between cost and scale.⁵² As mentioned previously, and as discussed in detail in section 4.3.2., GCA does not have consistent and robust outcome level data at project level. This makes it impossible to look at cost-effectiveness in a comprehensive way across the project portfolio. However, in our review of GCA's 146 project briefs we have been able to extract key information on investment costs in downstream projects and beneficiaries being targeted. While number of beneficiaries is a key outcome which provides indications of the scale of the intervention and the number of people potentially being made more climate resilient in one way or the other, comparisons between pillars need to be treated with caution as beneficiaries can represent anything from direct jobs being created to more indirect effects from an infrastructure project.

Across pillars the analysis found an average project cost of \$274 million USD and an estimated reach of 4.8 million beneficiaries. However, these figures contain wide variation: projects range from small pilots costing a few million dollars to large-scale programs exceeding \$3.6 billion USD. Median values: \$170 million USD and 500,000 beneficiaries; suggest that most projects are more modest in scale. Importantly, the correlation between investment and expected reach is weak ($r \approx 0.12$), suggesting that higher spending does not consistently translate into broader reach.

Pillars vary in the extent to which investment drives reach. For instance, while infrastructure and nature-based solutions were shown to have the greatest reach per invested dollar on average, with its cost-per-beneficiary only being \$29, larger investments are not necessarily linked to wider reach ($r \approx -0.03$). On the other hand, the climate finance pillar has a larger cost-per-beneficiary, averaging at \$74, but larger investments also strongly predict reach ($r \approx 0.90$). Box 2 shows detailed cost analyses per pillar.

While these numbers alone do not imply or prove cost-effectiveness, they offer a useful starting point for understanding the scale, variation, and potential efficiency of the downstream investments GCA seeks to influence. Combined with more consistent information on GCA's contribution and additionality, this type of analysis could begin to form the basis of a more robust value-for-money case for GCA's downstream work. Moreover, while there may be logical explanations for differences in beneficiary reach between pillars, examining patterns within individual pillars can help identify which types of interventions deliver relatively greater reach for similar levels of investment. For example, exploring why some infrastructure or nature-based solutions projects reach significantly more people per dollar than others could surface important insights into design choices, delivery models, or contextual factors that shape cost-effectiveness. Strengthening this analysis over time will not only enhance accountability but also support GCA and its partners to prioritise approaches that unlock the greatest climate-resilience impact per dollar invested.

⁵² The analysis for this finding and subsequent ones in this section is underpinned by an AI-supplemented analysis we undertook of 146 AAAP project briefs. Using detailed text prompts, we used Copilot 365, a large language model (LLM), extract key data points (e.g., cost per project, estimated number of beneficiaries, project timeframe). We independently verified the resulting data extraction to ensure accuracy. By mapping project costs against numbers of beneficiaries and implementation timeframes, we were able to estimate cost-per-beneficiary and correlations between investment size and project reach.

Box 2: Analysis by AAP Pillars reveals differences in beneficiary reach and correlation with investment costs:

- Pillar IIb – Infrastructure & Nature-based Solutions: Average investment of \$337 million USD and highest average reach (11 million beneficiaries), resulting in a cost-per-beneficiary of just \$29.
- Pillar IV – Climate Finance: Commands the highest average investment (\$417 million USD) but achieves only moderate reach, yielding a cost-per-beneficiary of \$74 on average and \$513 at the median.
- Pillar III – Jobs: Displays the greatest disparity; while the average cost-per-beneficiary is \$353, the median sits at \$6,172, reflecting numerous small-scale initiatives.
- Pillars IIa (Water & Urban), I (Food Security), and IIc (Locally-Led Adaptation): Occupy the middle ground, with average costs of \$200–220 million USD, reach of 1–2 million beneficiaries, and cost-per-beneficiary ratios between \$100 and \$200.

Variability within the pillars is substantial. Standard deviations in cost often exceed the mean (e.g., Pillar IIb: ±\$586 million; Pillar IV: ±\$593 million), and beneficiary counts span several orders of magnitude. Median values frequently diverge from means, underscoring the influence of outliers. Correlation analysis by Pillar shows:

- Strong positive relationships in Pillar IV ($r \approx 0.90$) and Pillar IIc ($r \approx 0.95$), where higher investment generally drives greater reach.
- Moderate correlations in Food Security ($r \approx 0.27$), Jobs ($r \approx 0.58$), and Water & Urban ($r \approx 0.39$).
- No significant correlation in Infrastructure & NbS ($r \approx -0.03$), suggesting investment size does not predict reach in this category.

4.2. Impact and sustainability

This section examines the outcomes produced throughout the AAP portfolio, as well as their sustainability. As such, we lay out sectoral changes that have been observed and reported across AAP's various pillars of work. We have organised outcomes along five broad categories, as follows: (i) financial flows; (ii) agricultural systems and civil infrastructure; (iii) local skills ecosystems; (iv) locally led adaptation; (v) gender and equity. We operationally define these outcome categories as follows:

- **Financial flows:** channels and mechanisms that route financial resources towards climate adaptation and risk mitigation
- **Agricultural systems and civil infrastructure:** improvements in policies, processes, technology, and constructions that help make urban and rural infrastructure more climate-resilient
- **Local skills ecosystems:** strengthening and creating routes to training and employment related to climate adaptation and risk mitigation
- **Locally led adaptation:** outcomes attained through both upstream and downstream assistance provided at the level of local communities
- **Gender and equity:** extent to which programmes have been responsive to the specific needs and promoted the participation of women, youth, and marginalised groups in climate

As such, the section responds to evaluation questions 7 through 11.⁵³

We have chosen to organise this section along broad outcome areas since outcomes can cut across AAAP's pillars of work. For instance, while strengthening local skills ecosystems directly contribute to Pillar III (Jobs), they will also have indirect contributions to Pillars I (Food Security), IIa (Water & Urban), IIb (Infrastructure and NbS), and IIc (Locally Led Adaptation): as relevant skills become more available at national and local levels, communities become more capable of designing and deploying climate-resilient systems. Gender and equity are similarly crosscutting, with programmes across all of GCA's pillars of work potentially varying in the extent to which they take stock of gender and social inclusion.

Given the limitations of the evidence that we can draw on, we can develop a robust understanding of GCA's contribution towards the previously laid out outcome areas, but we cannot ascertain the magnitude of this contribution. Much of this section draws on GCA's own reporting through its 146 project briefs. To maximise the robustness of our analysis, we have triangulated GCA's own programme reporting against additional secondary data, where available, and primary data collected through KIIs. However, while this triangulation allows us to be confident in our analysis of whether GCA has contributed to various outcome areas, this cannot establish direct causal links between GCA support and outcomes attained.

4.2.1. Channelling financial flows towards climate adaptation

AAAP's work in the region has helped ringfence public investments, at both national and municipal level, towards climate-resilient infrastructure. National entities progressing through GCF accreditation, as well as ministries tagging climate budgets, enable sovereign and sub-sovereign access to adaptation finance beyond individual projects. For example, in Senegal, GCA provided technical assistance to four national entities to streamline GCF accreditation and develop adaptation concept notes, directly supporting sovereign and sub-sovereign access to adaptation finance⁵⁴. Rapid stress tests and macro-economic analyses are informing masterplans and asset management systems, helping to steer capital towards the highest resilience returns. Furthermore, city-level pre-feasibility packages are now referenced in plans and design briefs, changing how future capital is programmed. In Djibouti, GCA developed a NbS investment plan, including pre-feasibility assessments that are now directly informing the design of AfDB and World Bank investment projects⁵⁵.

Banks are increasingly internalising climate risk within credit and disclosure systems. This is evidenced by the integration of climate risk analytics into core banking processes through initiatives like the Climate Adaptation Finance Masterclass, co-developed by GCA and EBRD which equips commercial banks with tools to embed climate-risk analytics into credit, risk, and reporting workflows, aligning with regulatory and disclosure frameworks⁵⁶. Additionally, banks such as CRDB and TADB have adopted climate risk stress testing and disclosure practices, supported by GCA's technical assistance⁵⁷.

AAAP have also helped route international capital flows towards climate adaptation, with AAAP approaches increasingly being adopted by other international financiers. This has helped sustain

⁵³ **EQ7:** Evidence of AAAP contributing to lasting change with potential to sustain climate resilience; **EQ8:** Institutionalization of GCA knowledge products, tools, and capacity building; partnership model's conduciveness to locally led development; **EQ9:** Evidence of sustained or scaled-up effects beyond GCA involvement; role of capacity building in institutionalized uptake of knowledge products and services; **EQ10:** Consideration of gender and equity dimensions in AAAP design and results; **EQ11:** Elements of GCA business model that hinder or enhance AAAP's long-term effectiveness.

⁵⁴ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁵⁵ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁵⁶ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

⁵⁷ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

capital inflows towards climate adaptation. The Nairobi–Mombasa Expressway project is a flagship example, where GCA’s technical assistance informed the development of a climate-resilient PPP framework for a \$3.6 billion expressway, and the approach is now being used as a model for future PPPs in Kenya and the region, signalling systems-level change and replication by other financiers⁵⁸. Pan-African standards are emerging, helping funnel capital towards climate adaptation. These common regional standards equip regulators and lenders with common tools, improving comparability and eligibility for adaptation finance across markets. In addition, AAAP approaches are being replicated and scaled by other financiers. Design logics first piloted with AAAP – such as corridor-wide stress tests and due diligence reforms, are now being mainstreamed by institutions like the EIB and MIGA, signalling early evidence of durability and systems-level change⁵⁹.

However, while there is evidence that GCA has influenced significant levels of finance for climate adaptation projects and policies, we cannot confidently quantify its magnitude. The AAAP reports having influenced over \$15 billion in investments across 40 countries, citing an Upstream Financing Facility ratio of 1:100⁶⁰. However, these figures cannot be verified due to gaps in GCA’s Monitoring, Evaluation, and Learning (MEL) system (see section 4.3.3.). Crucially, GCA lacks a robust methodology for assessing its contribution—that is, for showing how, and to what extent, its involvement directly influenced funding decisions. Current reporting mostly documents engagement with projects or planning processes but does not establish causal links between GCA’s actions and the finance mobilized. As a result, while there are examples of GCA’s technical support integrating adaptation into large scale, multi-million dollar infrastructure and urban plan initiatives (e.g., the Nairobi–Mombasa Expressway⁶¹), it is not possible to say with confidence the extent to which it has substantively influenced the full scale of the \$15bn of investments it claims to have influenced.

4.2.2. Bolstering the resilience of agricultural systems and civil infrastructure

AAAP’s advocacy, policy influence, and technical assistance efforts have also bolstered the resilience of local agricultural systems and civil infrastructure against climate shocks. This increased resilience is seen through improvements in food supply chains and development of climate-resilient infrastructure across AAAP-supported countries⁶².

Supply chain improvements have resulted in more climate-resilient agricultural systems. For instance, twenty-one project briefs have introduced certifications, traceability mechanisms, and business incentives to accompany the distribution of climate-resilient seed varieties. One example is Mozambique’s Inclusive Agri-Food Value Chain Development (PROCAVA), where GCA supported climate risk analysis, Digital Climate Advisory Services (DCAS) capacity building, and feasibility studies for climate-resilient seeds⁶³. Such measures ensure that climate-resilient seeds reliably reach farmers, hence mitigating against food system disruptions during climate events. Similarly, agriculture ministries in the region have increasingly pushed for drought-resistant forages to minimise disruptions to livestock supply. For example, in Senegal’s National Integrated Livestock Development Programme, climate risk assessments and digital advisory systems introduced livestock insurance and stress-tolerant forage varieties⁶⁴. Similar progress has been observed in Côte d’Ivoire⁶⁵.

⁵⁸ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

⁵⁹ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

⁶⁰ Global Center on Adaptation (n.d.) *Africa Adaptation Acceleration Program (AAAP)*. Available at: <https://gca.org/programs/aaap/>

⁶¹ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report*

⁶² Ibid

⁶³ Ibid

⁶⁴ Ibid; KII113

⁶⁵ Global Center on Adaptation (GCA). (2024). *Norway_GCA AAAP 2024 Annual Results Report*.

Climate-resilient civil infrastructure is also becoming more widespread, as climate adaptation requirements are increasingly embedded in public services and procurement contracts. Road agencies and concessionaires take up climate-informed risk allocation and accredited training, hence enabling resilience requirements to persist through contract terms. For instance, in Congo, participatory risk mapping has been integrated into urban and neighbourhood upgrading plans.⁶⁶ In Somalia, capacity-building masterclasses with contextualised curricula have been rolled out with municipal partners to embed resilience in city-wide planning.⁶⁷ Benefit-costed measures, downtime reductions, and O&M protocols (e.g. Djibouti trade corridor,⁶⁸ Uganda railway⁶⁹) are recorded for road and rail assets, shifting engineering practice across full asset lifecycles. In addition, grey-green hybrid solutions are often costed and placed inside specifications, helping to mainstream designs that unify engineered solutions with nature-based systems. Furthermore, nature-based solutions compendia and risk-informed asset management systems,⁷⁰ as well as climate criteria in county water and sanitation plans,⁷¹ are now part of official guidance, providing practitioners with repeatable, budgeted methods that endure after AAAP's direct involvement.

These legal and financial levers have promoted the sustainability of efforts to develop climate-resilient infrastructure. With climate adaptation guidelines becoming more codified into procurement processes, resilience measures tend to persist beyond project cycles and staff turnover. Climate clauses in contracts and accreditation for direct access to climate funds create incentives for both procurers and suppliers to invest in climate-resilient infrastructure.

In addition, AAAP-supported countries are increasingly taking stock of climate data in developing agricultural systems and civil infrastructure, accompanied by efforts to sustain and institutionalise these practices. For example, agriculture ministries' livestock programmes have begun to incorporate climate risk analytics, digital advisories, and index insurance to bolster resilience. In Nigeria, through the Livestock Productivity and Resilience Support Project (LPRES), GCA conducted climate risk assessments and developed digital tools, embedding climate-smart practices into livestock programming⁷². Government-run services like m-Kilimo or EDACaP deliver climate agronomy advice at scale, with procurement, content updates, and maintenance embedded in public systems. Moreover, upgrades to weather stations (e.g. Nigeria's NiMet, Cameroon's Central Plain) and harmonised data-sharing agreements are anchoring climate services in routine government operations, moving beyond one-off studies to lasting public infrastructure.⁷³

In the way of urban infrastructure, climate risk assessments now inform the siting, design, and operation of water supply services across AAA-supported countries. For instance, through Phase III of the Water Supply and Sanitation Programme in Uganda, climate risk assessments have influenced the siting and design of flood- and drought-tolerant watersheds.⁷⁴ In the Democratic Republic of Congo,⁷⁵ Central African Republic,⁷⁶ and Northern Cameroon,⁷⁷ GCA-supported initiatives have

⁶⁶ Congo Strengthening Urban Resilience Project (2025-TBD).

⁶⁷ Somalia Urban Resilience Program II (SURP-II; 2019-2026).

⁶⁸ Djibouti Regional Economic Corridor – Climate Resilience TA (2023-2026).

⁶⁹ Uganda-Kampala-Malaba Metre-Gauge Railway (MGR) Refurbishment (2023-2026).

⁷⁰ Rapid Climate Risk Assessment – Phase I and Phase II (2022-2023); Burundi Urban Resilience Project; Gabon Urban Development Project; CAR Urban Resilience and Inclusive Cities; Congo Strengthening Urban Resilience Project; Cameroon Sustainable Cities and Land Project

⁷¹ Water Supply and Sanitation Programme Phase III (WSSP III) – Climate-Resilient Water Services in Uganda (2024-2027); Climate-Resilient Urban Water Services – Rwanda (2023-2030); Kenya Water, Sanitation, and Hygiene Program (K-WASH); Senegal Integrated Water Security and Sanitation Project (Phase 1; 2024-2029); Côte d'Ivoire Water Security & Sanitation Support Project (MPA; 2024-2030).

⁷² Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁷³ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁷⁴ Water Supply and Sanitation Programme Phase III (WSSP III) – Climate Resilient Water Services in Uganda.

⁷⁵ Regional Support Program for Cross-Border Water Infrastructure and Resources (PREDIRE) – CAR & DRC.

⁷⁶ Ibid.

⁷⁷ Northern Cameroon Agroindustry Development Program – Phase I.

facilitated climate-proofed and climate-resilient siting of water boreholes and intake structures. These have facilitated catchment-to-asset integration, hence improving the long-term performance and climate resilience of water services. Ministries are training their staff in these functions to ensure continuity.

However, risks to sustainability remain around data governance, maintenance funding, digital service continuity, and knowledge transfer. Fragmented data stewardship, and the lack of dedicated O&M budgets for nature-based solutions threaten the long-term effectiveness of some interventions. Furthermore, the reliance of GCA's technical assistance model on external international experts undermines sustainability. For instance, while climate risk assessments were almost universally considered by country partners to be valuable (see section 4.1.2), some country-level stakeholders were apprehensive and concerned about these processes not being integrated into existing government systems and capabilities not being built to allow governments to conduct the assessments independent of GCA⁷⁸. As such, there is strong demand from stakeholders for technical assistance efforts to embed improvements within government processes and to build local capacity⁷⁹.

4.2.3. Strengthening climate adaptation skills ecosystems

Local labour markets are increasingly making space for climate adaptation skills and professions. Large jobs programmes now include explicit adaptation tracks. Nigeria's Investment in Digital and Creative Enterprises Project ensures that 30% of nearly 850,000 new jobs are in adaptation sectors, with targeted skills development and enterprise support for youth and women⁸⁰. Likewise, various national initiatives are now adopting adaptation job taxonomies and skills mapping, helping to turn resilience into a defined career pathway within mainstream employment schemes. Enterprise accelerators are successfully producing investable adaptation businesses with promising job multipliers.

GCA has made significant progress in building and sustaining local climate skills and capacities, mainly by helping governments, universities, and training institutes develop and institutionalise their own training programmes. In Kenya, an initial GCA-led training of trainer's course on urban resilience, is now independently delivered by the Kenya School of Government as part of its programme for urban planners⁸¹. Similarly in Senegal, GCA-supported masterclasses led to the creation of a specialised graduate degree in climate adaptation⁸². In Somalia, GCA has supported technical and vocational education and training institutes to redesign their curricula, strengthening youth entrepreneurship in climate adaptation sectors⁸³. Under the Program to Build Resilience for Food and Nutritional Security in the Horn of Africa, GCA is providing technical assistance and capacity building for 1.3 million farmers and pastoralists, including developing digital toolkits for climate adaptation and supporting policymakers to leverage digital technologies for agricultural resilience⁸⁴. These examples offer encouraging indications for the longer-term sustainability of these efforts.

Indeed, the longer-term impact of capacity-building efforts is also influenced by the degree of localisation and engagement with national systems. In Ethiopia, through the Food System Resilience Program, GCA is mapping priority value chains, deploying digital adaptation tools, and building capacity for over 1.58 million farmers, focusing on scaling climate-smart solutions and strengthening

⁷⁸ KII 13, KII 19; KII23

⁷⁹ KII 13, KII 19, KII 27

⁸⁰ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁸¹ KII4

⁸² KII 4, KII 24

⁸³ KII 8

⁸⁴ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

the enabling environment for food systems resilience⁸⁵. Moreover, in Mozambique and Rwanda, capacity building efforts have contributed to the establishment of local adaptation committees and the integration of climate considerations into budgeting and planning processes⁸⁶. In contrast, where training has been externally driven and not sufficiently localised, the uptake has been less durable, and continued reliance on external technical assistance remains a risk over the longer term. Stakeholders emphasised that greater engagement with local expertise and co design with national partners improves the long-term sustainability of project impact⁸⁷.

Some capacity-building initiatives have also been hampered by short project cycles and language barriers. Short delivery windows can restrict the depth and coverage of key training, resulting in deliverables being frozen at the ministry level or delayed due to language issues⁸⁸. Several francophone stakeholders highlighted that the use of English as a default led to communication problems, which have the potential to slow down delivery and limit the accessibility of knowledge products⁸⁹.

4.2.4. Emerging but limited impact on locally led adaptation

While GCA has achieved notable progress in its advocacy, technical assistance, and capacity-building at the international and national scale, the impact of its upstream work at the local community level has been comparatively modest. Evidence from multiple countries indicates that capacity building outputs often remain at the ministry or institutional level, rather than reaching farmers or community groups who are most vulnerable to climate risks.⁹⁰ For example, in Mozambique, agricultural sector training has not yet cascaded to farmers, and in several cases, activities were designed without consulting country-level project personnel, reducing the contextual relevance and uptake of outputs⁹¹. PROCABA in Mozambique is piloting capacity-building for extension staff and farmer groups, but evidence of impact at the household level remains limited⁹². Similarly, PNDIES in Senegal focuses on institutional and professional capacity-building for pastoralist bodies, with only emerging evidence of direct community-level outcomes⁹³.

While there is some evidence of positive impact through local upstream support, this remains limited. In Rwanda, the Pro-Poor Development Basket Fund and the piloting of People's Adaptation Plans are early examples of integrating LLA into local governance, though outcome data is limited⁹⁴. Further examples include Mozambique and Rwanda, in which capacity-building efforts have contributed to the establishment of local adaptation committees and the integration of climate considerations into budgeting and planning processes⁹⁵. Initiatives like Women's Adaptation Labs and community-led planning approaches are improving representation and decision-making within existing programmes. Across multiple countries including Rwanda, Senegal, and Kenya, People's Adaptation Plans are being adopted in guidance and allocation rules, signalling that LLA is beginning to move into ordinary local governance⁹⁶. However, while there is evidence of local and participatory planning mechanisms becoming part of business as usual across AAAP supported countries, this evidence remains sparse.

⁸⁵ Ibid.

⁸⁶ KII 13, KII 18, Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁸⁷ KII 22, KII 23

⁸⁸ KII 13

⁸⁹ KII 22, 23

⁹⁰ KII 13, KII14, KII 18, KII 20, KII 22

⁹¹ KII 13

⁹² Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁹³ Ibid.

⁹⁴ Ibid.

⁹⁵ KII 13, KII 18, Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁹⁶ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

4.2.5. Evident but inconsistent integration of gender and equity in programming

Across the programme, there is evidence of both strategic intent and practical action to address gender, youth, and broader social inclusion, although the depth and consistency of these efforts vary considerably⁹⁷. Several AAAP programmes integrate targets around youth and women’s participation in their indicator sets. In addition, AAAP has made efforts to make their training programmes accessible to youth, women, and marginalised groups. However, these efforts are not systematised in AAAP programming and hence tend to vary depending on the implementing partner.

A significant proportion of AAAP-supported projects set clear targets for the participation and benefit of women and youth. For example, in Mozambique’s PROCAVA, 50% of beneficiaries are women and youth, with tailored training modules developed to support their engagement in market standards and MSME development, as well as the Food and Nutrition Insecurity Resilience Programme in the Sahel which also sets a target for 50% of beneficiaries to be women, and promotes adoption of gender-resilient climate change practices, alongside job creation for young people⁹⁸. The Senegal National Livestock Development Programme has similarly introduced gender sensitive technologies and services, with women’s empowerment stated as a core programme objective⁹⁹. These approaches are mirrored in other interventions, such as the Youth Adaptation Solutions Challenge, which has consistently aimed for gender-balanced participation and leadership among its cohorts¹⁰⁰.

Capacity building and TA activities frequently include gender-responsive elements. Many AAAP masterclasses and training programmes are designed to be accessible to women, youth, and marginalised groups, and several projects have developed gender action plans or incorporated gender-disaggregated monitoring indicators, though this approach is not universal. In Tanzania and Ethiopia, agricultural extension services and digital climate advisory platforms have been adapted to improve access for female farmers, while in Cameroon and Chad, gender vulnerability assessments have been utilised to inform the design of climate-resilient infrastructure and water management interventions.¹⁰¹ These developments are broadly in line with GCA’s broader strategy to facilitate the integration of gender-equitable principles in climate adaptation capacity-building and decision-making.

Despite these positive developments, gender and equity dimensions are not uniformly integrated across the AAAP portfolio. While some projects indeed demonstrate explicit gender analysis and strategies for social inclusion, others lack systematic approaches or fail to address equity issues in a comprehensive manner. Furthermore, human rights considerations are rarely mentioned explicitly in project documentation or monitoring frameworks, and there is limited evidence of systematic reporting on equity outcomes beyond gender and youth participation. As such, while significant progress has been made in the way of integrating a gender lens within climate adaptation processes at country level, this approach has not yet been systematically embedded – indicating that more work is needed to fulfil GCA’s broader gender and social inclusion objectives.

Stakeholder feedback reflects this, highlighting several challenges to deeper integration of gender and equity. These include limited resources for gender-specific activities, variable capacity among implementing partners, and the need for more consistent monitoring and evaluation of equity impacts. In some cases, cultural and language barriers have negatively impacted the abilities of

⁹⁷ KII 14, KII 20, KII 22, KII 24

⁹⁸ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

⁹⁹ Ibid.

¹⁰⁰ KII 14, KII 20, KII 22, KII 24, Global Center on Adaptation (2023) *Unlocking entrepreneurship: YouthADAPT Solutions Challenge impact report 2021–2022*. Rotterdam: GCA

¹⁰¹ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

women and marginalised groups to meaningfully participate, particularly in contexts where interventions have not been fully co-designed with local stakeholders¹⁰².

4.3. Business Model

This section examines the operational and strategic dimensions of the AAAP business model, focusing on how GCA delivers value across its upstream and downstream activities. It also discusses the strengths and weaknesses of GCA's MEL system, including variations on how results are monitored across AAAP's pillars and pathways. This section addresses EQ5,6, 12 and 13¹⁰³.

4.3.1. Upstream

GCA's upstream business model is built around bringing together key stakeholders, facilitating partnerships, and influencing policy around climate adaptation. This is one of the organization's core strengths. This model has proven effective in mobilising high-level political support and shaping investment priorities among MDBs. GCA's convening and influencing has successfully promoted the importance of climate adaptation across a broad range of stakeholders¹⁰⁴, helped embed climate adaptation into national and international policy platforms,¹⁰⁵ and increased awareness of climate change and the need for investment in adaptation efforts.¹⁰⁶ For example, across multiple projects in Senegal, GCA laid the groundwork for integrating a climate lens into initiatives where it may not have been a priority, and facilitated ongoing discussions around donor support.¹⁰⁷

GCA's specialised technical assistance and strategic expertise in climate adaptation is also key to its upstream value proposition and a source of comparative advantage. Its ability to deliver climate risk diagnostics, labour market assessments, and training curricula has positioned GCA as a high-value partner, particularly in early stage project design. This was evident in Burundi and Comoros, where GCA's assessments informed infrastructure design and mobilized climate finance.¹⁰⁸ Few other organizations offer the same depth of technical and strategic capability in climate adaptation. By engaging directly with MDBs, AAAP plays a critical role at the project level in filling critical gaps in MDB capacity, helping to prevent delays, offering climate-specific insights, and conducting assessments when other resources are limited.¹⁰⁹

While GCA is particularly effective at engaging in upstream work at the international level, its engagement and convening at national and local level needs strengthening. AAAP's close collaboration with national and international organizations can sometimes result in a disconnect between AAAP and the local communities and civil society in which it operates. **Projects noted that GCA's work would benefit from deeper understanding of national and local contexts, particularly political dynamics, engaging more closely with governments, and collaborating with civil society groups and non-state actors.**¹¹⁰

Indeed, AAAP's business model centres on delivering technical assistance to MDB-led projects, and it faces challenges related to localisation and building local ownership. While GCA does not implement

¹⁰² KII 10, KII 13, KII 18, KII 22, KII 24

¹⁰³ **EQ12:** How efficient and additional is GCA in supporting critical climate adaptation outcomes, and what alternative approaches could achieve similar results? **EQ13:** What differences exist in documented effectiveness and impact across the pathways and pillars of the AAAP Theory of Change? **EQ5:** Cost-efficiency of GCA's delivery mechanisms and operational structures; **EQ6:** Whether GCA's approach to results monitoring, evaluation, and learning is fit for purpose.

¹⁰⁴ KII 3, KII 4, KII 7, KII 10, KII 12, KII 21, KII 22, KII 23

¹⁰⁵ KII 1, KII 6, KII 12

¹⁰⁶ KII 3, KII 4, KII 7, KII 10, KII 12, KII 21, KII 22, KII 23

¹⁰⁷ KII 21, KII 22, KII 23

¹⁰⁸ KII 15, KII 16, Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1.*

¹⁰⁹ KII 3, KII 5, KII 8, KII 13, KII 15, KII 17

¹¹⁰ KII 1, KII 5, KII 9, KII 21, KII 22, KII 23, KII 25

projects directly, its support helps shape climate-resilient investments. However, as already discussed in section 4.1.3, **limited engagement with national governments and civil society has hindered responsiveness to local needs**. Stakeholders consistently pointed to the need for earlier co-design, more effective local consultation and stronger national ownership of adaptation initiatives.¹¹¹

4.3.2. Downstream

While locally led adaptation is present in projects, it is not systematically embedded in AAAP's downstream model. Participatory design and community engagement appear in some initiatives, yet **civil society involvement remains peripheral, and evidence points to local ownership not being consistently prioritised**.¹¹² The People's Adaptation Plan and basket fund pilots in Rwanda are promising examples, but broader institutionalisation is needed to ensure solutions are developed that address the complex and varied adaptation needs across regions.

Downstream partnerships with IFIs and the private sector remain underdeveloped, constraining AAAP's ability to diversify its delivery model. Stakeholders have expressed interest in expanding beyond MDBs to include private sector actors and national institutions, but progress has been slow. GCA has begun engaging with institutional investors and youth entrepreneurs, but this work is not yet systematically captured.¹¹³

Elements of GCA's organizational structure and ways of working seem to be in tension with supporting sustainable and locally led adaptation. GCA's organizational structure and operational approaches have been largely shaped by a business model designed to leverage its strengths in upstream activities and deep technical expertise. While this has enabled GCA to play an influential role in high-level advocacy, policy coordination, and the provision of specialist knowledge, it has also created tensions and challenges in delivering sustainable, locally led adaptation at the community level. As discussed in section 4.1.3., a reoccurring theme in stakeholder interviews was that the current model, with **services delivered primarily in a top-down manner**, with a reliance on international firms and consultants, **do not translate well into participatory, context-specific work required for downstream adaptation where deep understanding of the local context and effective collaboration with local actors are key to fostering effective and sustainable climate adaptation**.¹¹⁴

4.3.3. Monitoring, Evaluation and Learning

GCA's approach to MEL remains largely informal and ad hoc. While formal MEL tools exist, such as the MEL framework and a results framework (see Annex 3), **the documents show intentions rather than evidence of learning adaptation and the consistent and rigorous use of M&E data**.¹¹⁵

Furthermore, project-level documentation tends to be inconsistent in the types of data collected and their alignment with GCA's wider results framework, which makes it challenging to understand the full extent to which GCA's desired outcomes have been attained. Moreover, at the time of reporting, GCA has a process for collecting qualitative data, but does not have a systematic method for collecting and articulating change stories.¹¹⁶ In addition, where qualitative data has been collected, **GCA has solely focused on success stories, which almost exclusively document project achievements and outcomes attained**. GCA does not produce detailed change stories that assess or document what

¹¹¹ KII 13, KII 14, KII 22

¹¹² KII 2, KII 18, KII 23

¹¹³ KII 7, KII 8, KII 19

¹¹⁴ KII 1, KII 13, KII 18, KII 22, KII 23, KII 27

¹¹⁵ Global Center on Adaptation (GCA), 2023. *GCA AAAP Results Framework (003)*; Global Center on Adaptation (GCA), 2023. *GCA AAAP Monitoring, Evaluation, & Learning Framework*; Global Center on Adaptation (GCA), 2023. *GCA AAAP 2022 Results Report*; Global Center on Adaptation (GCA), 2025. *GCA AAAP 2024 Annual Results Report – Annex 1: Project Briefs*; Global Center on Adaptation (GCA), 2025. *Norway_GCA AAAP 2024 Annual Results Report*.

¹¹⁶ KII 4, KII 5, KII 9

has or has not worked in the delivery process, which in turn impedes replication of good practices and identification of lessons learned.¹¹⁷ Where data and insights from technical projects are available, GCA does not have an established, organizationally shared approach to synthesising this information.¹¹⁸

Similarly, while GCA conduct VfM assessments, these are generally unstructured. GCA embed VfM principles into their MEL design, but there is no evidence of VFM analysis and data being used in practice.¹¹⁹ Furthermore, there are no quantitative cost-effectiveness metrics in place for country-level programming, making it difficult to evaluate VfM.¹²⁰ Stakeholders describe the cost-effectiveness model as being unclear, with no clear approach to how GCA determines return on investment.¹²¹

Where there are MEL systems in place, they are still rudimentary. For instance, while GCA uses a results tracker with corresponding project-level indicators, results are tracked mainly at the level of outputs, rather than outcomes or impact. Examples include number of outputs produced, number of trainings conducted, and number of climate risk assessments completed. This creates challenges for GCA in communicating a robust, evidence-based story of how it is contributing to change. A previous evaluation, conducted by the Boston Consulting Group, also pointed to the GCA's results framework not being robust enough.¹²²

GCA's approach to MEL has shown signs of progress, but further development is needed. In 2022, the mid-term review of GCA's Africa Work Program by Universalia noted that GCA had only recently drafted its MEL framework, and systematic reporting had yet to begin. At that time, while indicators and targets were outlined, there was no Theory of Change (ToC) or clarity on how results would be captured. Since then, GCA has made progress: it now has a results framework that reports across inputs and activities, outputs, intermediate outcomes, and outcomes, and has developed a ToC to guide its work. However, the MEL team remains small, comprising only two junior MEL officers. Furthermore, given the volume of projects and small team, the project-level results tracker continues to serve as the primary monitoring tool.¹²³ Given that, as mentioned earlier, project-level reporting is still inconsistent across the portfolio, systematic results monitoring remains a challenge.

GCA are aware of the shortcomings of their MEL approach and are actively trying to set up more systematic methods to capture and analyse data. In 2024, GCA reviewed its results framework to align with its logic model and introduced the concept of intermediary outcomes¹²⁴. It is currently focused on better understanding its impact pathways and plans to conduct more research and evaluations moving forward¹²⁵. As part of this, GCA is planning to develop a better understanding of the evidence priorities of its donors and partners¹²⁶.

GCA stakeholders also highlight the need to explore linkages between climate adaptation and other areas of development, such as education, health, and peace and security. In addition, GCA is increasingly focusing on fragile and conflict-affected states, recognizing the disproportionate impact

¹¹⁷ KII 10

¹¹⁸ KII 7

¹¹⁹ Global Center on Adaptation (GCA), 2023. *GCA AAP Monitoring, Evaluation, & Learning Framework*.

¹²⁰ KII 14, KII 15, KII 16, KII 18, KII 20

¹²¹ KII 10, KII 14, KII 15

¹²² KII 12

¹²³ KII 9

¹²⁴ Global Center on Adaptation. (2025) *The Africa Adaptation Acceleration Program Upstream Financing Facility: 2024 Results Report*.

¹²⁵ KII 7

¹²⁶ KII 1, KII 7

of climate change on these populations¹²⁷. Economic resilience is a principal lever in GCA's programmatic approach; hence, subsequent GCA programs will also consider the extent to which climate adaptation has been interwoven into countries' economic priorities. According to GCA staff, these intersectoral links will likely be reflected in subsequent iterations of GCA's Theory of Change¹²⁸.

¹²⁷ KII 4

¹²⁸ KII 1, KII 2, KII 3, KII 4, KII 7, KII 8, KII 12

5. Conclusions

Conclusion 1: GCA's integrated approach—bringing together policy influence, convening high level stakeholders, and providing technical assistance and capacity building—has enabled it to drive progress on climate adaptation at both international and national levels.

GCA's most significant achievements have been through its upstream activities, particularly in advocacy, policy influence and convening with multilateral development banks (MDBs) and international financial institutions (IFIs). Through these efforts, GCA has contributed to the creation of dedicated climate adaptation financing instruments, such as the AfDB's Climate Action Window, and has supported the integration of climate adaptation indicators into existing international development finance mechanisms. GCA's convening role has been instrumental in bridging IFIs and African governments, exemplified by its facilitation of policy forums like the Africa Climate Summit and elevating African voices and priorities into the global climate debate.

At the national level, GCA's policy influence is showing encouraging progress. Evidence of GCA's influence includes the introduction of climate-resilient guidelines for infrastructure and public-private partnerships in several African countries. Some governments have also allocated budget lines or made financial commitments to climate adaptation programmes, though the extent of GCA's contribution to these outcomes is sometimes difficult to isolate given the complexity of the policy environment, and the weaknesses in GCA's own MEL systems (see conclusion 3).

Conclusion 2: While GCA has already managed to attain notable progress in facilitating climate adaptation, it needs to focus more on sustainability; otherwise, it risks halting, or even eroding, this progress.

GCA has provided various forms of upstream technical assistance; however, pre-delivery climate risk assessments appear to have had the greatest influence to date. MDBs and IFIs often lack the capacity to conduct these assessments, and GCA has filled this gap. These assessments have helped to identify climate resilience gaps and inform investment decisions. However, **efforts to institutionalise these climate risk assessments have been variable.** While there is some evidence of climate risk assessments being embedded – or beginning to be embedded in government systems – GCA's **continued reliance on international consultants has raised concerns** among country-level stakeholders about the risk of creating dependency on external technical assistance. At present, these assessments are not yet fully institutionalised within government systems, which may affect their sustainability. Currently, less than 20 percent of GCA-contracted firms are fully international, around 60 percent are mixed (international consultants with local offices or partners), and over 20 percent are 100 percent Africa-based. GCA should therefore continue to consolidate its majority focus on national and regional actors, bringing in extra-regional organisations only when enabling Africa access to global expertise is vital.

GCA's approach to training and capacity building has also shown promise, particularly where **programmes have been transitioned to national education and training institutes.** For example, universities and TVET institutions in Kenya, Senegal, and Somalia have developed their own climate adaptation qualifications with GCA's support. This model has the potential to strengthen knowledge transfer and domestic expertise, though such successes are not yet widespread and remain concentrated in a few countries.

Conclusion 3: The AAAP UFF's design as a centralised structure to broker knowledge means that the success of this model lies in the degree of uptake by downstream investment partners of UFF inputs on GESI and LLA.

Despite impressive achievements at the international and national level, AAAP's support to locally led climate adaptation has not yet produced sufficient evidence to achieve comparable impact. While 70 percent of downstream AAAP projects integrate GESI either as a primary or a responsive objective and participatory design and community engagement appear in some projects, and there has been some success in establishing local adaptation committees, the involvement of local actors outside of the government remains peripheral beyond the UFF's LLA business line, and evidence points to local ownership not being consistently prioritised in AAAP IFI projects. The UFF's centralised structure, managed mainly from headquarters and regional hubs, cannot by design directly support systematic participatory, locally driven work essential for effective and sustainable climate adaptation. Enhancing IFI capacities in parallel to UFF inputs would be vital for scaling impact in future.

Conclusion 4: The agreed UFF monitoring, evaluation, and learning systems are a critical weakness, hampering its ability to maximise impact and adapt amidst a challenging funding environment.

Per agreements with donors, MEL systems within AAAP have so far collected information mainly on outputs rather than and intermediate ("immediate") outcomes, but given IFI project and reporting timescales, final outcome monitoring has been limited. Reporting also tends to highlight success stories but rarely addresses lessons learned or areas needing improvement. This necessarily limits the extent to which broader impact can be assessed as well as robust analysis of GCA's full contribution to change. This limits GCA's ability to understand its full impact, guide future actions and demonstrate cost-effectiveness and value for money (VFM), although all available VFM assessments to date are positive. In the current environment of funding cuts, GCA's reliance on external partners' reporting and timescales to robustly evidence its end results and value for money poses a significant risk for funding partners unfamiliar with IFI timescale.

6. Recommendations

Recommendation 1: AAAP should continue to leverage GCA's convening power and continue to invest in policy influencing through MDBs and IFIs while also strengthening collaboration with national governments. GCA should maintain and, if possible, expand its role as a convenor, using its influence to advocate for putting climate adaptation on the agendas of multilateral development banks and international financial institutions. Advocacy and policy influencing at the national level represent an opportunity for GCA to expand its impact. **GCA can work more closely with African governments to support national and locally led adaptation strategies and policy reforms, ensuring that climate adaptation priorities are embedded in national systems.**

Recommendation 2: GCA should continue institutionalising climate risk assessments by integrating them into government processes. GCA should ensure that climate risk assessments are not only conducted but also embedded within government planning, procurement, and implementation frameworks. Structured handover to national authorities should be incorporated into programme implementation to ensure sustained impact and build long-term capacity within partner countries.

Recommendation 3: AAAP should prioritise localisation by engaging national experts, co-designing with local partners, and ensuring language accessibility. AAAP should actively involve national and regional experts in project design and delivery, facilitate co-design workshops with local partners, and ensure that all programme materials and activities are accessible in relevant local languages. AAAP can set minimum quotas for national and regional expert participation, integrate capacity-building into local curricula and institutions, and require that all technical assistance includes a clear plan for handover to local partners to ensure sustainability. This will improve ownership, contextual relevance, and uptake of adaptation solutions.

Recommendation 4: GCA could strengthen community-level impact through decentralised delivery and resource mobilisation on the ground. GCA could strengthen its impact at the community level by decentralising both upstream and downstream support—either by establishing local offices closer to target communities to provide context-specific technical assistance and capacity-building, or by focusing efforts on mobilising funding and resources for local actors. Both approaches have shown positive results and can enhance the relevance and sustainability of adaptation interventions. AAAP could consider piloting decentralised delivery in selected countries, prioritise participatory planning with local stakeholders, and allocate dedicated resources for ongoing engagement and support at the community level.

Recommendation 5: GCA should continue efforts to systematise MEL processes, clearly articulating how immediate outcomes lead to medium- and long-term impact, and integrate VfM assessment. GCA should develop and implement a comprehensive MEL framework that regularly tracks outcomes, impacts, and VfM to inform strategic decisions and donor reporting. This will strengthen accountability and guide future investments and programming. By investing in MEL, AAAP can identify and document high-performing interventions and related best practices. This will allow AAAP to replicate successful intervention models and thus maximise impact.

Recommendation 6: Gender and equity should be embedded in GCA's efforts to systematise MEL. AAAP should require gender and equity analysis at the design stage of all projects, embed measurable inclusion targets, and ensure regular, transparent reporting on equity outcomes. This will allow AAAP to concretely articulate its impact on youth, women, and marginalised groups and to identify models that provide the greatest benefit to those specific target groups.

7. Annexes

Annex 1 Methodology – additional information

Professional conduct and understanding

As professional evaluators, the team's conduct of the evaluation adhered high standards for research methods and evaluation ethics, as per the [Norms and Standards for Evaluation in the UN System](#) and [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#). As such, we strived for high aspirations in research ethics as well as research methods.

We further grounded these ambitions in a practical understanding of what the AAAP can and should realistically achieve at present. Although this evaluation is retrospective, we also considered the context that the AAAP's implementing partners – and the GCA itself – may be experiencing contraction in funding which will shape decisions about future directions, priorities, and courses of action. As such we used global principles on adaptation and resilience to guide our understanding, analysis, conclusions and recommendations (Box 4).

Box 4: Selected Global Principles on Adaptation and Resilience

1. Country Ownership and Leadership

Adaptation actions should be nationally determined and aligned with country priorities. *Source:* Paris Agreement, Article 7.5; UNFCCC COP Decisions.

2. Locally Led Adaptation (LLA)

Adaptation should empower local actors through inclusive governance, equitable access to finance, and transparency. *Source:* Locally Led Adaptation Principles (WRI, IIED, 2021); endorsed by GCA, UK FCDO, Sida, and others.

3. Avoid Maladaptation (“Do No Harm”)

Actions must not increase vulnerability, create new risks, or undermine long-term resilience. *Source:* UNFCCC Technical Guidelines; IPCC AR6; Sendai Framework Priority 3.

4. Equity, Gender Equality, and Social Inclusion

Adaptation must address the needs and rights of women, Indigenous Peoples, persons with disabilities, and other marginalized groups. *Source:* Paris Agreement, Preamble and Article 7.5; UNFCCC Gender Action Plan.

5. Integration of Science and Indigenous Knowledge

Adaptation should be based on best available science and integrate traditional, Indigenous, and local knowledge. *Source:* Paris Agreement, Article 7.5; IPCC AR6; UNFCCC Knowledge Exchange Platforms.

6. Systems-Based Resilience Approach

Focus on strengthening ecological, social, and economic systems rather than isolated interventions. *Source:* Sendai Framework (2015–2030); GCA AAAP Pillars; IPCC AR6.

7. Transparency and Learning

Countries must track, report, and review progress on adaptation to foster accountability and continuous improvement. *Source:* Paris Agreement, Article 13 (Enhanced Transparency Framework); UNFCCC Adaptation Communications.

Stakeholder groups interviewed and sampling procedures

Table 2: Stakeholder groups interviewed and sampling procedures

Type of stakeholder	Sampling
GCA, AAAP, and AfDB staff and technical advisors	8 interviews with senior representatives.
Norad	2 interviews conducted.
Implementing partners and/or Task Team Leaders (AfDB or GCA)	16 interviews in total: Project sample: 9 interviews selected purposively to include both best practice and challenging projects, ensuring proportional representation across all AAAP pillars and a diverse range of African states. In-country case study (Senegal): 7 interviews conducted.

These interviews explored perceptions of AAAP's governance, business model, and ways of working; as well as the results of a sample of AAAP-funded added projects with particular interest in their value-added from a climate perspective. Interviews were conducted remotely with the exception of Senegal as a case study.

Annex 2 Evaluation matrix

Evaluation Criteria and Questions (Verbatim from TOR)	Comments	Benchmarks	Means of Verification
<u>Part One: Efficiency and effectiveness</u> The review shall assess the efficiency of the GCA business model and the effectiveness in terms of achieved progress of the AAAP towards the main outcome of “Transformative and inclusive adaptation solutions are developed, brokered, implemented, and scaled in the areas of food security, resilient infrastructure and nature-based solutions, youth entrepreneurship and adaptation jobs, and climate adaptation finance.”, and towards the pillar-specific outcomes of the results framework in the GCA-Norad agreement.	Efficiency and effectiveness will be explored through a qualitative-led lens, as resources are insufficient for formal cost-benefit analysis and similar approaches. We will explore clarity, accessibility, and user-friendliness of grant making and support processes. This includes identifying any procedural bottlenecks or overly complex administrative requirements. Where data is available, we may also examine basic metrics—for example, the average length of time taken to review and approve proposals—to offer indicative insights into operational efficiency. We note that the 4 pillars are: 1. Climate-Smart Digital Technologies for Agriculture and Food Security 2. African Infrastructure Resilience Accelerator	See below. Broadly, the evaluation will focus on two themes: <i>governance</i> of the AAAP and <i>results</i> of its investments.	Interviews Document review Case Study

	3. Empowering Youth for Entrepreneurship and Job Creation		
	4. Innovative Financial Initiatives		
EQ1: Assess and describe the main outcomes achieved by the AAAP in relation to the theory of change, including but not limited to providing access to/mobilizing climate finance, the relevance/significance of any policy/regulatory reforms, and the quality/significance of investment plans influenced.	We will especially explore what is the <i>value-added</i> from a climate perspective (as opposed to, for example, policy reforms in general). The evaluation has resource constraints; these matters will be explored within the sample of projects reviewed by the evaluation, as well data concerning overall performance of AAAP.	Selected projects demonstrate achievement of their own outcomes, and those outcomes sensibly advance the AAAP's higher-order aims and results as presented in the TOC.	Interviews Document review Case Study
EQ2: Assess the cost-effectiveness of GCA in contributing to such outcomes.	Although this evaluation is not resourced for formal cost-effectiveness analysis, we will review existent quantitative data for data which illuminates such matters. Qualitatively, we will explore the governance of the AAAP including elements such as efficiency and transparency in grantmaking.	AAAP is seen by stakeholders as being nimble, efficient, and demonstrative of adaptive management. Decision-making about project selection is smooth, transparent, and free of bottlenecks. To the extent that data is available, basic metrics regarding efficiency will be explored, such as length of time from project concept notes to	Interviews Document review Case Study

		approval; ratio of administrative costs to project costs, and so forth.	
EQ3: Are the GCA outputs and technical advisory support translating into intermediate outcomes including changes in technical aspects of IFI investment plans, institutional capacities, policies and regulations, and the scale and quality of financing flows?	We will explore how the Upstream investments administered directly by the GCA are influencing the Downstream investments and capacity of implementing partners.	Stakeholders can articulate how knowledge products and TA is being practically applied. Evidence from selected projects demonstrates that institutional capacities are being built to appropriately leverage and apply climate finance.	Interviews Document review Case Study
EQ4: What evidence exists that GCA-supported results would not have happened without GCA involvement?	Counterfactual analysis will explore “what if” questions (i.e., what <i>would</i> have happened in the absence of AAAP funding), particularly in regards to the climate value-add of the investments.	Selected projects demonstrate that investment by AAAP has led to a higher standard or focus on climate adaptation priorities above and beyond ‘business as usual’	Interviews Document review Case Study
EQ5: How cost-efficient are GCA’s delivery mechanisms and operational structures (e.g. centralized vs embedded technical assistance, role of consultants vs in-house teams)?	Although the evaluation is not resourced for technical cost-efficiency economic analysis, the team will explore the efficiency and suitability of the AAAP’s delivery mechanisms and operational structures, as part of the overall assessment of the governance of the Facility. Note: The Facility is diverse and we will explore a sample of investments. However some	AAAP has an appropriate staffing structure. Ratio of administrative costs to funded projects are appropriate. Delivery mechanisms for the Upstream Facility are seen as strong, sound, transparent, and efficient.	Interviews Document review Case Study

	granular-level details (e.g., consultants vs in-house technical assistance) may be difficult to gauge with certainty across the scope of the Facility.	Delivery mechanisms for the Downstream Facility are seen as strong, sound, transparent, and efficient.	
EQ6: Is the GCA approach to results monitoring, evaluation and learning fit to provide systematic information on what GCA achieves?		AAAP's Theory of Change is strong and sound, with a logical results chain and suitable indicators.	Interviews
			Document review
		AAAP's monitoring reports clearly and coherently present the Facility's performance.	Case Study
		AAAP commissions insightful, independent evaluations which are used and applied for improvement.	
		AAAP's MERL and knowledge products contributes to a global evidence base on what constitutes effective adaptation action.	
<u>Part Two: Impact and sustainability</u>	The Facility is a complex portfolio rather than individual program, and so the team will focus on overarching conclusions based on the sample of selected projects. The stated cross-cutting themes will be explored.	Selected sample of investments demonstrate that they are advancing <i>systems changes</i> from a climate perspective, such as mainstreaming climate change within government planning.	Interviews
The review shall assess the longer-term effects – likely or achieved – of the GCA AAAP. This should also relate to systemic changes with the			Document review
			Case Study

potential of being sustained over time. Important sustainability elements include local ownership, involvement/inclusion and cross-cutting issues such as gender, human rights and anti-corruption.

Selected sample of investments demonstrate local ownership and participatory processes (spanning government, civil society, and beneficiaries)

Selected sample of investments demonstrate meaningful mainstreaming of GEDSI considerations, i.e., gender, disability, and social inclusion. (Note: social inclusion refers to disadvantaged population writ large, but which are most salient may vary according to context. Nomadic pastoralists may be key in some projects, but absent in others, for example).

Selected sample of investments demonstrate an intentional and explicit human-rights based approaches to development (as set out in the foundational 2003 document *The Human Rights-Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies*).

Selected sample of investments demonstrate anti-corruption commitments and measures.

EQ7: Assess and describe any evidence of the AAAP contributing to lasting change – expected or unexpected – with the potential to sustain “improved climate resilience of people, communities and economies in climate vulnerable zones of Africa”	The team will focus on lasting change from a climate perspective – not simply from a development perspective.	Selected sample of investments demonstrate evidence that changes that are meaningful from a climate perspective are likely to extend over the long term.	Interviews Document review Case Study
EQ8: How are GCA's knowledge products, tools and capacity building efforts institutionalized within national or partner systems? Is the partnership model conducive to locally led development?		Stakeholders can articulate and demonstrate how AAAP knowledge products are used and applied. Stakeholders can articulate and demonstrate how AAAP capacity building efforts are used and applied. Stakeholders' experience demonstrates that the partnership model is suitable. Selected sample of investments demonstrate an intentional and explicit application of locally-led adaptation (as presented in the foundational 2021 document <i>Principles for Locally Led Adaptation</i>)	Interviews Document review Case Study

EQ9: Is there evidence of positive effects being sustained or scaled up beyond GCA's direct involvement? To what extent is capacity building contributing to institutionalized uptake and use of appropriate knowledge products and services, GCA or otherwise?	As a qualitative-led evaluation, the team will focus on <i>how well</i> rather than <i>to what extent</i> (which implies quantitative analysis).	Selected sample of investments demonstrate signals that positive effects are likely to be sustained.	Interviews Document review
	Both questions present content that has already been addressed above in other ways; in the final report the team will consolidate findings to avoid redundancy.	Stakeholders can articulate how capacity building is applied in their work.	Case Study
		Stakeholders can articulate how AAAP knowledge products are applied in their work.	
EQ10: To what extent do AAAP interventions consider gender, and other equity dimensions in both design and results?	As a qualitative-led evaluation, the team will focus on <i>how well</i> rather than <i>to what extent</i> (which implies quantitative analysis).	Selected sample of investments demonstrate that project design and implementation <i>processes</i> include appropriate participation and empowerment of GEDSI populations.	
	The question presented here presents content that has already been addressed above in other ways; in the final report the team will consolidate findings to avoid redundancy.	Selected sample of investments demonstrate that project benefits appropriately <i>reach</i> GEDSI populations.	
EQ11: Are there particular elements of the GCA business model that either 1) risk undermining or hindering, or 2)	The question presented here presents content that has already been addressed above in other ways; in the final report	Stakeholders and documents demonstrate that AAAP Upstream Facility is	

are particularly conducive to the long-term effectiveness of the AAAP?	the team will consolidate findings to avoid redundancy.	appropriately structured and governed.
		Stakeholders and documents demonstrate that AAAP Downstream Facility is appropriately structured and governed.
<u>Part Three: Business Model</u>	The business model and governance of the AAAP will be explored and will be one of two main focuses of the report (the other being results).	N/A
In responding to the evaluation questions above, the team shall reflect on strengths and weaknesses of the GCA business model. The final report shall include such analysis both in terms of:	Strengths and weaknesses of the business model will be identified and forward-looking recommendations articulated in the evaluation report.	
EQ12: The efficiency and additionality of GCA – both institutionally and in terms of deliverables – in supporting important climate adaptation outcomes, also reflecting on alternative ways to support the same types of outcomes	This evaluation is not resourced for formal economic or cost-effectiveness or quantitative efficiency analysis. The evaluation will focus on important climate adaptation outcomes and value-add beyond ‘business as usual’ development.	AAAP investments demonstrate evidence of advancing effective adaptation action in Africa, as per the higher-order results presented in the TOR.

EQ13: Considering any differences in documented effectiveness and impact across the various pathways and pillars in the AAAP Theory of Change.

The evaluation will present evidence-based, forward-looking recommendations.

The content of this point is addressed above; the report will consolidate findings to avoid redundancy and forward-looking recommendations will be made.

Stakeholders interviews are consistent with project documentation regarding the effectiveness of a selected sample of investments.

The AAAP Theory of Change is strong and sound, with a convincing causal pathway and sensible indicators.

Annex 3 Results framework

RESULTS FRAMEWORK		INDICATOR	UNITS	PROGRESS					
				AAP					
FINAL OUTCOMES				2022	2023	2024	2025	2026	TOTAL
Pillar 1: Agriculture and Food Security	1.1 Mainstreaming digital agriculture solutions			-	-	-	-	-	
	# of farmers / herders adopting Digital Climate Advisory Services (DCAS) (gender-disaggregated)		#	-	-	-	-	-	-
	# of livestock benefiting from DCAS		#	-	-	-	-	-	
	# of hectares cultivated using DCAS		#	-	-	-	-	-	-
	# of hectares under sustainable landscape management practices		#						
Pillar 2a: Resilient infrastructure - water and urban	# of jobs created		#	-	-	-	-	-	-
	2.1 City Adaptation Accelerator			-	-	-	-	-	
	# of people protected from the designed return period flood events (gender-disaggregated)		#	-	-	-	-	-	-
	# of people provided with improved urban living/working conditions through project adaptation measures (gender-disaggregated)		#	-	-	-	-	-	-
	# of jobs created		#	-	-	-	-	-	-
	2.2. Climate resilient water services			-	-	-	-	-	
	# of hectares under sustainable landscape management practices		#	-	-	-	-	-	-
	# of people with safe and climate-resilient drinking water access (gender-disaggregated)		#	-	-	-	-	-	-
	# of cubic meters of water storage and retention capacity created or rehabilitated		#	-	-	-	-	-	-
	# of jobs created		#						
	2.3 Climate resilient transport - roads and rail			-	-	-	-	-	
	# of km of resilient roads or rail built or rehabilitated		#	-	-	-	-	-	-
	# of people served by resilient roads or rail		#	-	-	-	-	-	-
	# of jobs created		#	-	-	-	-	-	-
	2.4 Climate resilient transport and logistics hubs			-	-	-	-	-	
Pillar 2b: Resilient infrastructure and NBS	# of climate resilient transport and logistics hubs built or rehabilitated		#	-	-	-	-	-	-
	# of people served by resilient transport and logistics hubs		#	-	-	-	-	-	-
	# of jobs created		#	-	-	-	-	-	-
	2.5 Climate resilient power			-	-	-	-	-	
	# of MW of power generation capacity of climate resilient facilities		#	-	-	-	-	-	-
	# of people served by resilient power facilities		#	-	-	-	-	-	-
	# of jobs created		#	-	-	-	-	-	-
	2.6 Climate resilient infrastructure for urban services - solid waste management (SWM)			-	-	-	-	-	
	# of tons of waste collected and managed in climate resilient manner		#	-	-	-	-	-	-
	# of people served by resilient SWM facilities		#	-	-	-	-	-	-
	# of jobs created		#	-	-	-	-	-	-
	3.1 Jobs for Youth			-	-	-	-	-	
	# of adaptation jobs created for youth (gender-disaggregated)		#	529	-	-	-	-	529
	# of youth-owned adaptation enterprises created or strengthened		#	529	4	-	-	-	533
	4.1 Technical Assistance Program			-	-	-	-	-	
Pillar 4: Finance	# of entities directly accessing climate finance		#	-	1	-	-	-	1
	\$ of climate finance directly accessed by African institutions		USD	-	18,300,000	-	-	-	18,300,000

INTERMEDIATE OUTCOMES					2022	2023	2024	2025	2026	TOTAL
1. Level (0-3) of uptake of GCA climate adaptation solutions by key stakeholder(s)										
IMMEDIATE OUTCOMES					2022	2023	2024	2025	2026	TOTAL
GCA brokers solutions to drive revolutions in understanding, planning and financing adaptation action through government, MDB or private sector actors	FINANCE	I. \$ in approved investment projects reflecting adaptation solutions brokered or adaptation finance solutions influenced	USD		5,559,285,184	2,995,635,752	6,668,226,798	3,057,288,502	-	18,280,436,236
		1) MDB lending (SO and NSO)	USD		4,265,256,035	2,054,404,840	5,943,090,195	2,881,947,542	-	15,144,698,612
		2) Public sector	USD		335,121,031	840,588,912	192,535,458	110,340,961	-	1,478,586,361
		3) Private Sector	USD		535,740,000	25,890,000	233,580,100	5,000,000	-	800,210,100
		4) Other - grants, CF, etc	USD		423,168,118	74,752,000	299,021,046	60,000,000	-	856,941,164
		H. # of individual beneficiaries targeted through approved investment projects informed by GCA	#		31,715,702	18,217,402	33,039,690	104,086,765	-	187,059,559
		1) % proportion of individuals that are women	%		49	48	57	52	#DIV/0!	51
		G. # of jobs targeted by GCA solutions including through investment projects (indirect) and GCA-supported entrepreneur :	#		379,864	24,423	496,296	305,249	-	1,205,832
		1) # of jobs created by GCA-supported entrepreneur and job programs (direct)	#		23,710	-	-	-	-	23,710
		2) # of jobs expected to be generated by approved investment projects informed by GCA (indirect)	#		356,154	24,423	496,296	305,249	-	1,182,122
		F. Sector level results targeted through approved investment projects informed by GCA:			-	-	-	-	-	-
		P1. # of livestock benefiting from DCAS	#		60,002,740	843,135	6,760	55,149	-	60,907,784
		P1. # of hectares cultivated using DCAS	#		605,000	4,000	5,200	-	-	614,200
		P1 and P2. # of hectares under sustainable landscape management practices	#		473,268	617,350	132,875	410,968	-	1,634,461
		P2. # of cubic meters of water storage and retention capacity created or rehabilitated	#		-	300,240,000	50,000	-	-	300,290,000
		P2. # of km of resilient roads or rail built or rehabilitated	#		675	881	1,555	1,809	-	4,919
		P2. # of climate resilient transport and logistics hubs built or rehabilitated	#		1	-	2	1	-	4
		P2. # of MW of power generation capacity of climate resilient facilities	#		4,068	-	-	50	-	4,118
		P2. # of tons of waste collected and managed in climate resilient manner	#		-	-	-	-	-	-
		P3. # of youth-owned adaptation enterprises created or strengthened	#		15,384	-	2,400	-	-	17,784
	ENABLING	E. # of GCA solutions and methodologies provided to external stakeholders	#		27	18	31	19	-	95
		1) # of Board-approved MDB or Multilateral Climate Fund investment projects for which GCA is contributing its expertise on climate	#		20	17	31	18	-	86
		2) # of instances where GCA solution has been brokered (excluding MDB projects counted under E1)	#		7	1	-	1	-	9
	LEADERSHIP	D. # of policies and development strategies endorsed by government that are informed by GCA research and support	#		6	-	2	-	-	8
	CONVENING	C. % proportion of GCA training participants that report experience of strengthened capacity, skills, and/or empowerment	%		-	-	-	-	-	-
	KNOWLEDGE	B. # of intergovernmental, institutional, organizational and association collaborations brokered by GCA	#		30	1	-	-	-	31
		A. # of international climate adaptation agreements reached with GCA support and analysis	#		1	3	-	-	-	4

CONTRIBUTION - GCA SHARED ACCOUNTABILITY

ATTRIBUTION - GCA ACCOUNTABLE FOR DELIVERING

OUTPUTS			2022	2023	2024	2025	2026	TOTAL	
Research & Innovation Agenda setting & Advocacy Programs & Action	INVESTMENT	11. # of climate adaptation knowledge solutions brokered and finance solutions influenced	#	103	105	64	60	-	332
		P1: # of climate adaptation solution packages for adapting livestock management	#	-	-	-	3	-	3
		P1: # of climate adaptation solution packages for climate-resilient crop production	#	-	-	-	15	-	15
		P1: # of climate adaptation solution packages for tree crops and agroforestry as a buffer against climate change	#	-	-	-	1	-	1
		P2: # of climate adaptation advisory services for urban resilience	#	20	-	2	1	-	23
		P2: # of climate adaptation advisory services for climate resilient water services	#	-	4	9	-	-	13
		P2: # of infrastructure resilience advisory packages for transport infrastructure	#	4	2	7	5	-	18
		P2: # of infrastructure resilience advisory packages for energy assets and networks	#	12	2	-	2	-	16
		P2: # of infrastructure resilience advisory packages for education or health-enabling infrastructure	#	-	-	-	-	-	-
		P2: # of national infrastructure risk and resilience assessments	#	1	4	-	3	-	8
		P2: # of NBS investment transaction models developed	#	-	1	-	-	-	1
		P3: # of youth adaptation solutions challenges	#	1	2	-	1	-	4
		P4: # of GCF concept notes, funding proposals, and accreditation analysis supported to access climate finance	#	6	8	1	-	-	15
		P4: # of adaptation metric analyses for financial instruments	#	2	3	-	-	-	5
		All pillars: # of (other) studies/assessments/reports	#	48	56	42	19	-	165
		All pillars: # of Masterclasses or training courses	#	9	23	3	10	-	-
	ENABLING	10. # of GCA interventions and engagement to provide inputs to strengthen policies and development strategies	#	5	1	2	2	-	10
	LEADERSHIP	9. # of individuals trained through in-depth GCA training	#	379	205	190	20	-	794
		a) % proportion of women	%	46	38	34	#DIV/0!	#DIV/0!	39
		b) % proportion of youth	%	100	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
		c) % proportion of students	%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
		d) % proportion of community leaders	%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	CONVENING	8. # of countries represented in convenings by head of state and government or ministers	#	66	14	38	-	-	118
		7. # of GCA-led convenings for climate adaptation action	#	41	22	1	-	-	64
		6. # of GCA-led policy-oriented products	#	18	17	-	-	-	35
		a) # of People's Adaptation Plans	#	-	-	9	-	-	-
	KNOWLEDGE	5. # of high-visibility debates and milestone events that integrate GCA's inputs	#	32	26	2	-	-	60
4. Media uptakes and digital engagement:			20	-	-	-	-	20	
a) # of instances of GCA communications products (press releases, op-eds, blog posts, etc.) being picked up by the media (print and digital)		#	594,924	1,293	3,850	2,150	-	602,217	
b) # of impressions generated by GCA social media posts across platforms		#	477,143,662	327,792,946	12,050,000	6,610,000	-	823,596,608	
c) # of online visits to the GCA website		#	5,696,361	757,390	58,000	41,000	-	6,552,751	
3. # of citations of GCA publications		#	1,679	-	-	-	-	1,679	
2. # of organizations seeking GCA knowledge and advisory support		#	9	91	-	-	-	100	
1. # of knowledge publications and applied research products		#	21	14	-	-	-	35	

Annex 4 Interview guide

AAAP Interview Guide

Interviewee Details

- **Name:**
- **Organization / Department / Unit:**
- **Country:**
- **Position:**
- **Date:**
- **Evaluators' Names:**
- **Other Relevant Information:**

Introduction & Consent

Note:

This guide is designed to prompt a flexible, conversational interview. Please tailor questions to the interviewee's expertise and project involvement.

Informed Consent Statement:

We are independent researchers contracted by Norad (an AAAP funder) to evaluate AAAP's performance. This interview will be recorded and transcribed, but your comments will be kept strictly confidential. Only the evaluation team will access your data. Any direct quotes in the report will be anonymised. Data will be stored securely and deleted after the assignment.

Participation is voluntary; you may withdraw at any time without penalty. For privacy or ethics concerns, contact a member of the team.

Do you have any questions before we begin?

Preliminaries

- Introductions
- Purpose and background of the evaluation
- Confirm informed consent
- Interviewee's position and relationship with AAAP

Section 1: Project-Focused Interview

1. Background & Engagement

- Please share your experience working with AAAP. How did you become involved? What has your experience been?
- Briefly explain the project you represent (supported by AAAP).

2. Partnership & Support

- How was your project selected for partnership with GCA?
- What specific support did GCA provide? Please describe quality and impact.

- How did GCA's support contribute (or not) to mainstreaming climate adaptation in your work?
- If GCA had not been available, what would have happened? Could your agency have mainstreamed adaptation independently?
- Does GCA's support align with your country's adaptation priorities? Why/why not?
- Would your organization have been able to pay for GCA's services independently? Why/why not?

3. Capacity Building & Advocacy

- Have you encountered GCA's capacity-building (training, mentoring, technical assistance)? Comments on quality/effectiveness?
- Any interaction with GCA's advocacy or knowledge generation work? Impressions/examples?

4. Management & Strategy

- Does GCA appear well-managed? Leadership, timely/flexible support?
- Is GCA's business model (technical assistance + capacity building) the right strategy? Suggestions?

5. Cross-Cutting Themes

- Thinking about your own project, could you comment on whether and how the following cross-cutting themes were applied:
 - Gender, equity, inclusion
 - National ownership
 - Locally-led adaptation
 - Human rights
 - Anti-corruption

6. Recommendations

- What recommendations for GCA's next phase (excluding more funding)?
- Priorities for effective adaptation action in Africa?
- How can Norway best contribute to adaptation in Africa?

7. Closing

- Final thoughts, lessons, recommendations, or advice?
- Any questions for the evaluator?
- Documents or contacts to share?

Section 2: HQ-Focused Interview

Part I: Governance, Business Model, Efficiency

- Is AAAP well managed and efficient? Why/why not?
- Does AAAP have the right strategy for adaptation in Africa?
- Experience with monitoring, evaluation, research, and learning (MERL)? Are reporting/evaluation fit for purpose?
- Partnership Model: Is it supportive and well managed?
- **Upstream Facility:** Strategic and well managed?
- **Downstream Facility:** Are priorities right? Experience with funding process—fairness, transparency, effectiveness?
- Administrative processes: Appropriate and efficient?
- Technical assistance: Usefulness and impact?
- Partner selection: Is AAAP choosing the right partners?

Part II: Results (Effectiveness, Impact, Sustainability)

- Most impressive/beneficial results from AAAP?
- Lasting impact on adaptation/resilience?
- Concerns or shortcomings?
- Suggestions for improvement?
- **Upstream Facility:** Participation in activities/knowledge products? Effectiveness?
- **Downstream Facility:** Experience with project pillars (Digital Technologies, Infrastructure, Youth, Finance)? Achievements, sustainability?

Part III: Cross-Cutting Themes

- Can you please comment on whether or how you see the AAAP or any of its projects as aligning with the following:
 - Gender, equity, inclusion
 - Ownership
 - Locally-led adaptation
 - Human rights
 - Anti-corruption

Closing

- Most significant climate-related change AAAP contributed to?
- Personal contribution to adaptation via AAAP?
- How should AAAP better advance climate policy/practice in Africa?
- Norway's role in future adaptation efforts?
- Final thoughts, lessons, recommendations?

- Questions for evaluator?
- Documents or contacts to share?

Thank you for your time and insights.

Annex 5 Informed consent statement for interviews

You are invited to participate in an independent program evaluation commissioned by the Norad. This study is designed to assess the performance of the AAAP. As part of this evaluation, the team is conducting interviews and focus group discussions to understand the implementation and outcomes of the AAAP. Your participation is voluntary, and you may choose to withdraw at any time without penalty.

If you agree to participate, you will take part in an interview and/or focus group discussion during your normal business hours, as part of your job. There are no specific risks to participating in this research. You will be asked questions about AAAP-related processes and systems in your work.

There may be no direct benefit to you personally. However, the knowledge gained from this study may help improve the efforts in advancing climate adaptation policy and programming in Africa

Your interview will be recorded and transcribed. However, your information will be kept confidential. The evaluation team consists of independent contractors. Only the evaluation team will have access to your data, and your personal information will not be shared with others without your permission. Data will be stored securely and used solely for research purposes.

Your participation in this study is entirely voluntary. You may refuse to participate or withdraw from the study at any time without penalty or loss of benefits.

If you have any questions or concerns about the evaluation or your rights as a participant, please contact Team Leader.

Please confirm your consent.

Annex 6 Project briefs sample list

1. Programme to Build Resilience to Food and Nutrition Insecurity in the Sahel
2. Guinea Kounki Project – Climate Resilience, Fisheries and Aquaculture
3. Transforming Agri-Food Systems Program (Morocco)
4. Sustainable Agriculture Production Programme II (Malawi)
5. National Integrated Livestock Development Programme (Senegal)
6. Climate Resilient Agricultural Food Security Transformation (CRAFT) – S. Sudan
7. Zamfara Climate Change Adaptation & Agricultural Value Chain Development (Nigeria)
8. South Sudan Resilient Livestock Sector Project
9. Eastern Region Agricultural Value Chain Development Project (Angola)
10. Tanzania Food Systems Resilience Program (T-FSRP)
11. Ethiopia Food Systems Resilience Program (FSRP)
12. Program for Building Resilience for Food and Nutrition Security in the Horn of Africa (BREFONS)
13. Integrated Development and Adaptation to Climate Change in the Zambezi River Basin (PIDACC-ZM)
14. Agro-Industrial Pole Project – Zanzan District (Côte d'Ivoire)
15. Promoting Climate-Smart Agricultural Production Systems (Cameroon)
16. Central Plain Project (Cameroon)
17. Sustainable Agricultural Transformation Program (Togo)
18. Africa Adaptation Initiative – Strengthened Adaptation Action (GIZ Project)
19. Livestock Productivity & Resilience Support Project (LPRES) – Nigeria
20. Special Agro-Industrial Processing Zones (SAPZ) Phase II – Nigeria
21. Livestock and Agriculture Modernization Project (LAMP) – Niger
22. Tree Crops Diversification Project (TCDP) – Ghana
23. Horticulture Value Chain Development Project – Mali
24. Burundi-Rwanda Integrated Agricultural Development Program (BRIDEP)
25. Resilient Agriculture and Water Management Project (REWARD) – Gambia
26. Climate-Resilient Wheat Value Chain Project (CREW) – Ethiopia
27. Value Chain Programme in Northern Nigeria (VCN) Project
28. Zambia Growth Opportunities Project (ZAMGRO)
29. Inclusive Agri-Food Value-Chain Development Programme (PROCAVA)
30. Promotion of Sustainable Agricultural Value Chains in Special Agro-Industrial Processing Zones (SAVC-SAPZ)
31. Projet de Valorisation des Initiatives Agropastorales, d'amélioration de la Nutrition et de Développement des Elevages pour la Souveraineté alimentaire (VIANDES)
32. Tanzania Climate-Smart and Competitiveness Livestock Project (T-CCLP)
33. RESILAND CHAD – Building Resilience through Sustainable Natural Resource Management
34. Morocco Inclusive & Sustainable Development Support Programme for Forest Areas (PADIDZOF)
35. Rapid Climate Risk Assessment – Phase I

36. Rapid Climate Risk Assessment – Phase II
37. Nature-based Solutions in Djibouti City (support to AfDB Integrated Urban Infrastructure & Climate Adaptation; WB Slum Upgrading)
38. Burundi Urban Resilience Project
39. Gabon Urban Development Project
40. CAR Urban Resilience and Inclusive Cities
41. Congo Strengthening Urban Resilience Project
42. Cameroon Sustainable Cities and Land Project
43. Somalia Urban Resilience Program II (SURP-II)
44. Africa Green, Resilient and Inclusive Housing De-Risking (GRIHD) Facility
45. Water Supply and Sanitation Programme Phase III (WSSP III) – Climate Resilient Water Services in Uganda
46. Regional Support Program for Cross-Border Water Infrastructure & Resources (PREDIRE) – CAR & DRC
47. Climate Resilient Urban Water Services – Rwanda
48. Northern Cameroon Agroindustry Development Program – Phase I
49. Horn of Africa Groundwater for Resilience Project
50. Kenya Water, Sanitation, and Hygiene Program (K-WASH)
51. N'Djamena Urban Resilience Project
52. Liberia Urban Resilience Project (LURP)
53. Kananga Emergency Urban Resilience Project
54. Regional Climate Resilience Program for Eastern & Southern Africa
55. Kenya Urban Support Program – Phase II (KUSP2)
56. Borana Resilient Water Development for Improved Livelihoods Program
57. Water Sector & Climate Resilience Support Programme (PASEREC – Phase 1)
58. Gabon Integrated Program for the Development of Water & Energy Resources
59. 3R-Water: Rural Resilience through Water Resource Management & Development
60. Senegal Integrated Water Security & Sanitation Project (Phase 1)
61. DREVE: Development, Resilience & Valorization of Transboundary Water (West Africa)
62. Côte d'Ivoire Water Security & Sanitation Support Project (MPA)
63. Eswatini Roads and Social Facilities Improvement Project
64. IMF-RSF: Gambia National and Policy Level Engagement
65. AfDB Desert to Power – Geospatial Climate Risk Screening Tool (Solar Technologies, Sahel)
66. AfDB Mozambique Songo–Matambo Transmission Line
67. Mauritania–Mali electricity interconnection and 50 MW solar plant (Desert to Power)
68. Union of Comoros Maritime Corridor Program
69. Eastern Ethiopia Electricity Grid Reinforcement Project
70. Climate Resilience – Mozambique Tsaté Hydropower Dam
71. Morocco Climate Resilient Highway Network Renovation Program
72. Nairobi Railway City – Climate Risk Screening
73. IsDB Nigeria Sokoto Healthcare Infrastructure Project

74. Enhancing Southern Niger and Chad Connectivity Project
75. Second Tanzania Intermodal and Rail Development Project (TIRP2)
76. Second São Tomé and Príncipe Transport Sector Development and Coastal Protection Project
77. Zambia Transport Corridors for Economic Resilience (TRACER)
78. Burkina Faso SKBo Basin of Integration Project
79. Djibouti Regional Economic Corridor (Djibouti – Addis) Climate Resilience TA
80. DRC Second Transport and Connectivity Support Project (RN2 Section)
81. Malawi RESTORE Resilient and Strategic Transport Operational Enhancement
82. The Gambia Transport and Energy Infrastructure Resilience
83. Rwanda Urban Mobility Improvement (RUMI) Climate Resilience TA
84. Mali Connectivity and Road Resilience Project (NBDC corridor)
85. Mozambique TRACER SOP2 (Nacala Corridor)
86. Masterclass on Climate Resilient Infrastructure PPPs (Multiseries)
87. Scaling Investments in Nature-based Solutions for Climate-Resilient Infrastructure
88. National Infrastructure Rapid Stress Tests & Climate Adaptation Policy Support – Mozambique
89. National Infrastructure Rapid Stress Tests & Climate Adaptation Policy Support – Tanzania
90. Ghana National Infrastructure Risk & Resilience Assessment
91. Senegal National Transport Infrastructure Risk & Resilience Assessment
92. The Gambia National Transport Risk & Resilience Assessment (Integrated into Master Plan)
93. National Infrastructure Rapid Stress Tests & Climate Adaptation Policy Support – Malawi
94. Transgabonaise PPP Road Project – Phase I (Libreville–Nsilé, 93 km)
95. Abidjan–Lagos Corridor Highway Development – Climate Resilience TA
96. Senegambia Bridge PPP – Climate Resilience TA
97. Green Mobility Facility for Africa (GMFA) – Adaptation Guidelines
98. Mauritania Logistics Capacity Expansion – SNIM Corridor Resilience
99. KeNHA Nairobi–Mombasa Expressway PPP – Climate Resilience TA
100. MIGA – DRC Moyi Energy Metrogrids (Hybrid PV+BESS+Diesel)
101. MIGA – CrossBoundary Distributed Renewable Energy (DRE) Pipeline
102. MoWSI Naivasha Bulk Water & Wastewater PPP – Climate Resilience TA
103. Ghana SREP Mini-Grids & Solar Net Metering – Climate Resilience Support
104. Desert to Power – G5 Sahel Financing Facility (Adaptation Mainstreaming)
105. Senegal – Dakar–Saint-Louis Highway (Phase I) Climate-Smart Asset Management
106. Kenya–South Sudan Corridor Road Upgrading – Adaptation Mainstreaming
107. Uganda – Kampala–Malaba Metre-Gauge Railway (MGR) Refurbishment
108. The Gambia – Banjul Port 4th Expansion (Resilience Integration)
109. Benin – Port of Cotonou Expansion (Climate-Proofing the PMP 2021–26)
110. Nigeria for Women Program Scale-Up Project

111. Liberia Women Empowerment Project
112. Transforming Landscapes for Resilience and Development in Zambia (TRALARD II)
113. Rwanda Pro-Poor Development Basket Fund (PPD Basket Fund)
114. Kenya National Urban Water Supply and Sanitation Program – Homa Bay People's Adaptation Plan
115. Nairobi Rivers Basin Rehabilitation and Restoration – Sewage Improvement Project Phase II (Mukuru BSF)
116. Senegal River Valley Development and Resilience Project
117. LLA Masterclass
118. Youth Entrepreneurship for Climate Change Adaptation Project (PEJACC)
119. Angola Youth Employment Project
120. Somalia Skills for Employability, Inclusion and Productivity (SEIP)
121. Investment in Digital and Creative Enterprises (i-DICE) – Nigeria
122. Nigeria – Special Agro-Industrial Processing Zones (SAPZ) Phase 1
123. Egypt – Jobs, Entrepreneurship and Livelihoods Enhancement Support (JELES)
124. Morocco – Inclusive and Sustainable Development Support Programme for Forest Areas (PADIDZOF)
125. Ethiopia – Agri-MSMEs Development for Jobs (AMD4J)
126. Senegal – Programme National de Développement Intégré de l'Élevage (PNDIES)
127. Nigeria – Special Agro-industrial Processing Zones (SAPZ) Phase II
128. South Sudan – Youth Enterprise Development and Capacity Building (YEDCB)
129. African Youth Adaptation Solutions Challenge 2021/22 and Francophone Cohorts
130. African Youth Adaptation Solutions Challenge 2022/23 Cohort
131. Portfolio De-risking & Adaptation Investment Pipeline – CRDB Bank Plc, Tanzania
132. Tanzania Agricultural Development Bank (TADB) – Portfolio Resilient Enhancement to Climate Change
133. African Financial Alliance on Climate Change (AFAC)
134. Climate Adaptation Finance Masterclass
135. Enhancing Direct Access to Climate Finance for Adaptation in Ghana
136. Enhancing Direct Access to GCF funding for Equity Group to Scale MSMEs Adoption of Climate Technologies in East Africa
137. Enhancing Direct Access for adaptation in Senegal
138. Supporting the Staple Crops Processing Zone (SCPZ) Project: Promoting Sustainable Agricultural Value Chains in Togo, Senegal and Guinea
139. Climate Bonds to mobilize financing in Côte d'Ivoire
140. Invesco LTD Climate Adaptation Action Fund
141. Green Climate Fund Concept Notes to unlock \$200M for food security in West Africa
142. GCA and GCF capacity building training
143. Enable Direct Access to the GCF in Bangladesh: Supporting IDCOL in developing adaptation projects and conducting adaptation finance training
144. Technical support for capacity building of PKSf to develop adaptation projects for accessing GCF finance
145. Africa Business Adaptation Platform
146. WBG Financial Access for Sustainable and Transformational Growth (FAST) – Driving climate adaptation through informed green bonds

Annex 7 Project-level M&E evidence

Table 3: Illustrative Outcomes and Evidence per Pillar

Pillar	Typical Documented Outcomes	Prevalent Evidence	Evidence Strength	Examples	Corresponding Project Titles
I: Food Security	Yield change, food insecurity change, farmers reached, adoption of seeds/digital climate advisory services (DCAS), early warning systems (EWS).	DCAS reach, seed adoption, insurance pilots, EWS, yield/food-security shifts	High. Many with numeric targets or observed changes.	Food insecurity reduced from 33% to 25%. 2.4 million adopters, 20% yield increase, 25% sales increase. 3 million farmers with DCAS. Rice yields projected to nearly triple. 41% average yield increase.	Malawi Sustainable Agriculture Production Programme II (SAPP-II); Ethiopia Food Systems Resilience Programme (FSRP); Tanzania Food Systems Resilience Programme (T-FSRP); Gambia REWARD; Ghana Tree Crops Diversification Project (TCDP)
Ila: Water & Urban	People served, catchment/city coverage, NbS portfolios, grant mobilisation	People served, catchment/city coverage, NbS shortlists, grant mobilisation	Medium. Coverage, finance, integration metrics. Few livelihood deltas.	2.33 million served. 4 million served. \$9.4 million grant mobilized. \$8.3 million grant mobilized.	Rwanda Climate Resilient Urban Water Services; Kenya Water, Sanitation, and Hygiene Programme (K-WASH); Borana Resilient Water Development for Improved Livelihoods; Burundi PASEREC Phase 1
Ilb: Infrastructure & NbS	Expected annual damage (EAD) reduction, benefit-cost ratios (BCRs), downtime avoided, km rehabilitated, operations & maintenance standards	BCRs, EAD reduction, downtime avoided, km, technical standards	High for economic/engineering outcomes. Household outcomes less present.	12–15 days per year downtime avoided. BCR 1.66–4.23, 208 km highway upgraded.	Uganda Kampala–Malaba Metre-Gauge Railway Refurbishment; Senegal Dakar–Saint-Louis Highway Project
Ilc: Locally Led Adaptation	Inclusive planning tools, community-led	Processes (PAPs, MEL, gender LLA lenses),	Low–Medium. Strong process signals. Fewer	People's Adaptation Plans in 20 communities.	Zambia Transforming Landscapes for Resilience and Development

III: Jobs	MEL, institutional embedding	institutionalisation	quantifiable welfare results.	Climate-informed allocation formula.	(TRALARD II); Rwanda Pro-Poor Development Basket Fund
	Jobs created, young people trained, micro, small, and medium enterprises (MSMEs) supported, % adaptation jobs	Jobs, skills, MSMEs, share of “adaptation jobs”	High for employment metrics. Adaptation outcomes mostly indirect.	849,970 jobs, 175,000 young people trained. 500,000 jobs, 30% adaptation jobs. 5,660 jobs.	Nigeria Investment in Digital and Creative Enterprises (i-DICE); Nigeria Special Agro-Industrial Processing Zones (SAPZ) Phase I; Djibouti Youth Entrepreneurship for Climate Change Adaptation Project (PEJACC)
IV: Climate Finance	Accreditations, taxonomies, stress tests, mobilisation targets and pipelines	Accreditation, taxonomies, stress tests, mobilisation targets/pipelines	Medium-High for system effectiveness. Limited direct household metrics.	€2 billion sustainable bond programme. GCF direct-access support. Portfolio stress testing.	Côte d'Ivoire Sustainable Bond (CPEIR); Ghana GIIF – Enhancing Direct Access to Climate Finance; CRDB Bank – Portfolio De-risking & Adaptation Investment Pipeline

Table xx: Illustrative Quantitative Results per Pathway

Pathway	Project Title(s)	Quantified/Claimed Result(s)
DCAS / Digital Advisories	Tanzania Food Systems Resilience Programme (T-FSRP)	3 million farmers gain access to DCAS/e-extension.
	Ethiopia Food Systems Resilience Programme (FSRP)	2.4 million farmers adopt resilience technology. 20% yield increase. 25% sales increase. 15% reduction in food-insecure people.
Seed Systems	Ghana Tree Crops Diversification Project (TCDP)	12 resilient tree-crop varieties identified. 41% average yield increase. 92,000 hectares under sustainable management.
	Côte d'Ivoire Agro-Industrial Pole Project (2PAI-NE)	10+ resilient seed varieties. Post-harvest loss reduction. 220,075 farmers targeted.

Insurance	Morocco Transforming Agri-Food Systems Programme	Parametric triggers for drought in insurance schemes.
	Senegal Livestock Development Programme; Nigeria Livestock Productivity & Resilience Support Project (LPRES)	Index-based livestock insurance integrated. Weather station upgrades.
Irrigation/Water Management	Gambia REWARD	Rice yields projected to nearly triple. \$908,000 per year additional revenue across 5 communities.
NbS / Ecosystem	Zambezi PIDACC-ZM Program for Integrated Development and Adaptation to Climate Change	Basin-wide ecosystem-based adaptation. Mobile/radio climate information services. Regional training. Job creation.
Infrastructure Resilience	Uganda Kampala–Malaba Metre–Gauge Railway Refurbishment	12–15 days per year downtime avoided. Green/grey packages and O&M protocols embedded.
	Senegal Dakar–Saint-Louis Highway Project	BCR 1.66–4.23. 208 km climate-resilient highway. Jobs during concession.
Jobs & Skills	Nigeria Investment in Digital and Creative Enterprises (i-DICE)	849,970 jobs. 175,000 young people trained. 270 start-ups supported.
Climate Finance	Côte d'Ivoire Sustainable Bond (CPEIR)	€2 billion programme with climate budget tagging and ESG integration.

Annex 8 Success story – Ghana

GCA's work in Ghana focuses on embedding climate adaptation into national policy, infrastructure and agriculture systems. Through strategic upstream engagement, GCA has managed to support institutional reform, capacity-building, and climate finance access with interventions across policy integration, technical assistance, and stakeholder training.

GCA's support enabled key adaptation developments on-the-ground, with climate risk and vulnerability assessments, capacity building, and institutional strengthening efforts for the Tree Crop Diversification Project (TCDP) supporting the adoption of climate-smart practices across cocoa, cashew, coconut, and rubber value chains, for example. The project reached 52,775 farmers, nearly 40% of whom were women while also delivering substantial yield increases ¹²⁹.

GCA's support has led to lasting change within Ghana. Prior to GCA's engagement, public-private partnership (PPP) procurement frameworks lacked climate risk criteria, and the Ghana Infrastructure Investment Fund (GIIF) faced barriers to climate finance. Ghana's National Infrastructure Risk and Resilience Assessment stress-tested 156 nationally significant built and natural infrastructure assets, going on to directly inform national adaptation planning. Climate risk assessments and adaptation options are now embedded in government systems. GCA's technical assistance enabled the integration of climate resilience into PPP processes and supported GIIF's essential preparation for Green Climate Fund accreditation. GCA's masterclasses and support for training programs have also broadly been received positively, with several programs, such as the Climate Champions School now being delivered independently of GCA, contributing to more local ownership of adaptation outcomes.

GIIF is establishing a dedicated climate sub-fund to attract large-scale climate finance and support Ghana's climate adaptation and resilience objectives. The Masterclass also prompted the Ministry of Finance to integrate climate resilience into procurement criteria for project financing and to expand its climate unit into a full-fledged division. In February 2025, the GIIF CEO formally wrote to the GCA requesting the delivery of another Masterclass in Ghana.

GCA also helped strengthen institutional frameworks by supporting the development of climate finance policies and adaptation strategies. This included technical support for mainstreaming climate risk into national development plans and sectoral investment strategies.

¹²⁹ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

Annex 9 Learning Story – Senegal

GCA's engagement in Senegal has focused on supporting climate-resilient agriculture and infrastructure. GCA's work in Senegal has included support for livestock value chains, infrastructure planning, and digital advisory tools.

In the PNDIES livestock program, GCA supported climate risk and vulnerability analysis, inventory of digital advisory tools and solutions that best responds to the risks identified, capacity strengthening of Senegalese stakeholders' in the livestock sector, including government officials in the department of Livestock (Direction Generale Elevage or DRE), pastoral community groups and their leaders. GCA also supported labour Market Assessment to provide recommendation for creating adaptation jobs through the livestock sector and curriculum development and training for youth and women enterprises. The project reached 32,000 value chain actors, created 18,000 jobs, and launched 3,500 new businesses in animal value chains¹³⁰. The digital tools introduced by GCA as part of this project helped improve access to climate information and market data, particularly for women and youth entrepreneurs. However, regarding the labour studies, unclear communication between GCA and the Ministry of Finance on this project led to a three-month delay and uncertainty over roles and funding.

GCA's late-stage involvement in projects like AGROPOLE SUD limited the extent which outputs could be meaningfully integrated. Technical recommendations were also sometimes seen as generic or insufficiently tailored to local contexts.

National-level visibility and advocacy were also sometimes limited. Long-term sustainability was threatened by reliance on external funding and weak institutional capacity¹³¹. GCA's contracting processes were not always aligned with local norms, which created friction and slowed implementation.

Stakeholders recommended earlier engagement, stronger field presence, and investment in long-term pilot projects. There was also a call for more context-specific technical support and better integration of local knowledge into project design¹³².

¹³⁰ Global Center on Adaptation. (2024). *GCA AAAP 2024 Annual Results Report: Annex 1*.

¹³¹ KII's 22, 23, 24, 27.

¹³² KII's 21, 24.



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