



**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**  
8 – 10 March 2016  
Songdo, Incheon, Republic of Korea  
Provisional agenda item 8 (a)

**GCF/B.12/03/Rev.01**

4 March 2016

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# 2016 Work Plan of the Board: Proposal from the Co-Chairs

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## **Summary**

This document contains the 2016 Work Plan of the Board, proposed by the Co-Chairs of the Board.

## Work Plan of the Board for 2016

### Proposal from the Co-Chairs

#### I. Introduction

1. This document sets out the Work Plan of the Board for 2016. The Work Plan was drafted in accordance with the decisions of the Board adopted up to its eleventh meeting (inclusive). It takes into consideration the discussions at the Informal Board Dialogue in Cape Town, South Africa, from 2–4 February 2016, and submissions made by Board members. The Work Plan is also based on ongoing consultations with the Secretariat, to ensure the appropriate sequencing and timing of Board decisions and to enable the Fund to operate more effectively.

2. The Co-Chairs provided a high-level overview of the draft 2016 Work Plan to the Cape Town Informal Board Dialogue and committed to circulating a revised draft prior to the twelfth meeting of the Board (B.12). The Co-Chairs will update the Work Plan to reflect the decisions of the Board following each Board meeting in 2016.

3. The Work Plan:

- outlines the sequencing of Board decisions on operational, policy, accreditation and funding matters that need to be addressed by the Board in 2016;
- outlines the Co-Chairs' proposed prioritisation of key matters for the Board's consideration in 2016; and
- identifies key milestones and policy gaps requiring action by the Board.

4. A key priority for the 2016 Work Plan is to ensure the effective operation of the Board, including enhancing and maximising the outputs from the Board's committees, panels and groups. It is equally important for the Board to adopt decisions related to the Fund's core policy and operational matters, including addressing policy gaps. Addressing these gaps is particularly important in the context of the Board's US\$ 2.5 billion approvals target for 2016.

5. In addition to the Work Plan, the Co-Chairs have submitted two complementary proposals. The first proposal (GCF/B.12/04) addresses guidance to the Fund from the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC). It outlines further work in relation to the guidance provided by the COP at its twenty-first session, in December 2015. The second proposal from the Co-Chairs (GCF/B.12/05) deals with a number of outstanding agenda items that the Board has been unable to address or resolve to date. The Work Plan will be updated after B.12 to accommodate the Co-Chairs' proposals.

#### II. Elements of the Board's Work Plan

6. The Governing Instrument, previous Board decisions, and guidance from the COP together define aspects relating to the programming modalities of the Fund. In

7. 2016 the Board needs to consider additional matters, including elements identified under the following categories:

- (a) Strategies and plans
- (b) Governance
- (c) Review of Board processes and policies

- (d) Board-appointed officials
  - (e) Approvals
  - (f) Accreditation
  - (g) Country programming and implementation of the readiness and preparatory support programme
  - (h) Resource mobilisation
  - (i) Independent accountability units
  - (j) Administrative matters
8. The implementation of work during 2016 will be supported by the inputs from the Board's committees, panels and groups, created to provide advice to the Board.

## 2.2 Strategies and Plans

- (a) Strategic Plan for the Green Climate Fund (B.11/03)
  - (b) Strategy on Accreditation (B.10/08)
  - (c) Communications Strategy (B.04/14)
9. It is envisaged that, as the Board adopts its strategies and plans, additional items will be placed in a revised Work Plan for 2016.

## 2.3 Governance

- (a) Guidance from the COP and reporting to the COP
- (b) Terms of Board membership (B.10/16)
- (c) Board committees, panels and groups, including the establishment of a Budget Committee (B.11/08) and the review of the committees, panels and groups (B.05/13, Annex XVI, XVII XIX)
- (d) Relationship with relevant thematic bodies of the United Nations Framework Convention on Climate Change (B.04/15)
- (e) Participation of observers (B.05/23)
- (f) Code of Conduct of the Accreditation Panel (B.07/02)
- (g) Review of the interim Trustee and competitive process to select the permanent Trustee (B.08/22)

## 2.4 Review of Board Processes and Policies

- (a) Comprehensive information disclosure policy and transparency matters (B.05/15)
- (b) Review of the initial approvals process (B.11/11)
- (c) Matters related to the Fund's Risk Appetite, including the Risk Dashboard, Risk Register and Annual Risk Report (B.04/08, B.07/05, and B.10/08)
- (d) Policy on fees (B.11/10)
- (e) Information disclosure review of webcasting approaches (B.04/10)

## 2.5 Board Appointed Officials

- (a) Performance of the Executive Director (B.11/06)
- (b) Appointment of the Executive Director
- (c) Appointment of the Head of the Independent Integrity Unit, performance-based contracts (B.10/05)
- (d) Appointment of the Head of the Independent Redress Mechanism, performance-based contracts (B.10/05)
- (e) Appointment of the Head of the Independent Evaluation Unit, including performance-based contracts (B.10/05)

## 2.6 Approvals

- (a) Guidelines for decision making regarding funding proposals (B.07/03 Annex VII, footnote 3)
- (b) Independent Technical Advisory Panel—appointment of additional members (B.10/09)
- (c) Interim arrangements related to actors seeking redress (B.11/11)
- (d) Consideration of funding proposals
- (e) Request for proposals related to the pilot programme on micro-small-and-medium-sized enterprises (B.10/11)
- (f) Request for proposals related to the pilot programme on leveraging private sector resources (B.10/11)
- (g) Pilot programme on modalities that further enhance direct access (B.10/06)
- (h) Completion of matters related to the approvals process: further development of the initial approvals process (B.07/03)
- (i) Completion of matters related to the approvals process: initial post-approval items for programme and project funding (B.07/03)
- (j) Performance Management Framework: further development of some indicators in the Performance Management Framework (B.08/07)
- (k) Project Preparation Facility (B.11/11)

## 2.7 Accreditation

- (a) Consideration of Accreditation proposals
- (b) Legal and formal arrangements with accredited entities (B.09/08)
- (c) Fast-tracking of entities (B.10/11)
- (d) Outstanding elements related to the Fund's fiduciary standards (B.10/06)

## 2.8 Country programming and implementation of the readiness and preparatory support programme

- (a) Country ownership guidelines (B.10/10)

- (b) Matters related to the readiness programme (B.11/04, B.08/11)

## 2.9 Resource Mobilization

- (a) Status of the Initial Resource Mobilisation process, including matters related to the loan agreements to the Fund
- (b) First formal replenishment process including the policies, procedures, and documents (B.05/17)
- (c) Policies and procedures for contributions from philanthropic foundations and other non-public and alternative sources (B.08/13)

## 2.10 Independent accountability units

- (a) Work programme and administrative budgets for the Independent Evaluation Unit (B.06/09, Annex III)
- (b) Work programme and administrative budgets for the Independent Integrity Unit (B.06/09, Annex IV)
- (c) Work programme and administrative budgets for the Independent Redress Mechanism (B.06/09, Annex V)

## 2.11 Administrative matters

- (a) Administrative guidelines on human resources and related matters (B.11/12)
- (b) Administrative guidelines on procurement and related matters (B.11/07)
- (c) Administrative guidelines on information, communications and technology (B.06/03, Annex I)
- (d) Administrative budget of the Secretariat and work programme of the Secretariat
- (e) Execution of the administrative budget
- (f) Audited financial statements of the Fund

## **Annex I: Draft decision of the Board**

The Board, having considered document GCF/B.12/03/Rev.01 titled “Work Plan of the Board for 2016”:

- (a) Approves the Work Plan of the Board for 2016, as set out in Annex II to document GCF/B.12/03/Rev.01; and
- (b) Requests the Co-Chairs to update the Work Plan following each meeting of the Board.

## Work Plan for the Board of the Green Climate Fund in 2016

### Co-Chairs' note

Table 1: Sequenced Work Plan for 2016

Issue	B.12 (March 2016)	B.13 (June 2016)	B.14 (October 2016)	B.15 (December 2016)
<b>Strategies and plans</b>				
Work Plan 2016	Formally adopt at B.12.	Circulate updated 2016 Work Plan following B.12 decisions, including progress report.	Circulate updated 2016 Work Plan following B.13 decisions, including progress report.	Circulate updated 2016 Work Plan following B.14 decisions, including progress report.
Strategic Plan for the Green Climate Fund (B.11/03)	Presentation of the Strategic Plan for adoption.	Pending follow-up matters on the Strategic Plan, including progress report.	Pending follow-up matters on the Strategic Plan, including progress report.	Pending follow-up matters on the Strategic Plan, including progress report.
Strategy on Accreditation Strategy (B.10/08(r))	Presentation of the Strategy for adoption.	Pending follow-up matters on the Accreditation Strategy.	Pending follow-up matters on the Accreditation Strategy.	Pending follow-up matters on the Accreditation Strategy.
Communications Strategy	Consideration of draft Communications Strategy. Update on interim communications approach.	Presentation of Communications Strategy for adoption.		
<b>Governance</b>				
COP guidance and reports (Governing Instrument 6(a)-(c))	Co-Chairs' proposal and analysis of how COP guidance is being taken up in the Work Plan.	Board approval of the Report to the COP.	Board approval of the addendum of the Report to the COP.	

	Decision on matters requiring further work by the Secretariat.			
Term of Board membership (B.10/16(b))	Decision on the alignment of Board terms with calendar years.  Appointment of Private Sector Advisory Group (PSAG) members and developing country members of committees, panels and groups  (Decision in between meetings B.11-B.12).			
Committees, panels and groups (B.11/08(d))	Approval of ToR for the Budget Committee, and election of members.		Co-Chairs to consult on the review of committees, panels and groups.	Adopt ToR and initiate the review of the committees, panels and groups to be concluded at B.16.
Relationship with the Relevant UNFCCC Thematic Bodies		Approval of updated engagement approach with the UNFCCC Thematic Bodies		
Interim Trustee review and other trustee matters (B.08/22(b)(i)) / (B.08/22(b)(iii)(iv))	Approve the ToR for the review of the interim Trustee.	Co-Chairs to consult on the outcomes of the review of the interim Trustee.	Progress report.	Conclude review of the interim Trustee, and adopt open competitive bidding process for the permanent Trustee.



Participation of observers (B.05/23 (b))	Co-Chairs to present proposal for consultation with members and observers.	Approval of Terms of Reference for the review.	Decision on the participation of observers in Board meetings.	
Code of Conduct- Accreditation Panel (B.07/02 (g) <i>Annex V: ToR of the Fund's Accreditation Panel</i> (14))	Board approves the policies and procedures put forward by the Secretariat, including the Code of Conduct for the Accreditation Panel.			
<b>Review of Board processes/policies</b>				
Information disclosure policy and transparency matters	Approval of Comprehensive Information Disclosure Policy for adoption, based on recommendations from the Ethics and Audit Committee.	Pending further work.		
Independent Technical Advisory Panel (ITAP) (B.10/09 (d) (i)-(iii))		Approve ToR for the Review of ITAP.	Review of the ITAP.	
Risk Management	Initial Risk Appetite of the Fund, including approval of the Risk Register (B.10/08(c), assessment of risk scenarios (B.10/08(d)).	Pending work programme of the Risk Management Committee.	Pending work programme of the Risk Management Committee.	Annual Risk Report and review of the Risk Dashboard.
Investment Framework	Pending work plan of the Investment Committee.	Indicative minimum benchmarks (B.09/05(d)).		

Policy on fees (B.11/10 (f)).				Revised policy on fees for accredited entities (Accreditation Committee).
Information disclosure review of webcasting approaches (B.04/10 (d))	Linked to the ongoing consideration by the Ethics and Audit Committee on the development of a comprehensive Information Disclosure Policy.			
<b>Board-appointed officials</b>				
Executive Director of the independent Secretariat (B/11.06 (a)).	Performance review; Further decisions pending outcome of the performance review; Matters related to the appointment of the Executive Director.	Initial deadline for the appointment of the Executive Director.		
Heads of the accountability units (B.10/05) / (B.10/05 (j)).	Progress report from the Ad Hoc Appointments Committee; Deferral of decision on performance contracts to B.13.	Appointment of the Heads of the independent accountability units, including performance-based contracts. Board to authorize Co-Chairs to conclude contracts.		
<b>Approvals</b>				
Board decision making related to the proposal approvals process	Progress report.			

Initial Approvals Process Review (B.11/11 (j)- (k))	Progress report.	Presentation of the findings of the review process and adoption of recommendations.		
Simplified Approvals for certain activities, including small-scale activities	Decision requesting the Co-Chairs to consult.	Adoption of simplified approvals for certain activities, including small-scale activities.		
Funding Proposals		Consideration of Funding Proposals.	Consideration of Funding Proposals.	Consideration of Funding Proposals.
Independent Technical Advisory Panel (ITAP)	Appointment of additional ITAP members (B.10/09(c)).			
Private sector Micro-, Small- and Medium-sized Enterprise (MSME) Request For Proposals (RFP)	Progress report.	Progress report.	Approval of proposals.	Approval of proposals.
Mobilizing funding at scale, RFP	Progress report.	Progress report.	Approval of proposals.	Approval of proposals.
Modalities that Enhance Direct Access Pilot (B.10/06 (f))	Progress report.	Progress report.	Approval of proposals.	Approval of proposals.
Completion of the Approvals Process (B.07/03)		Further development of the initial proposal approval process (B.07/03(e)/ B.11/11(i)). Initial post-approval items for programme and project funding (B.07/03(c)/ B.11/11(i)).		

Performance Management Framework (PMF)	Further development of some indicators in the PMF (B.08/07(b)-(d)).			
Project Preparation Facility (PPF)	Guidance on the PPF, and agreement on Board decision-making process on the PPF.			Review of the PPF (B.11/11(l)).
<b>Accreditation</b>				
Accreditation of entities	Consideration of proposals to accredit entities.	Consideration of proposals to accredit entities.	Consideration of proposals to accredit entities.	Consideration of proposals to accredit entities.
Outstanding elements related to the Fund's fiduciary standards	Adoption of AML-CTF guidelines (B.10/06(n)).			
Legal and formal arrangements with accredited entities	Matters related to the accreditation master agreements (AMA). Matters related to the Readiness Grant Agreements.	Status of the AMAs.	Status of the AMAs.	Status of the AMAs.
Fast-tracking of entities		PSAG recommendations on accreditation of entities related to MSMEs and mobilising resources at scale (B.10/11 (h)). Further work pending outcome of the Accreditation Strategy.		
Transparency of the accreditation system	B10/06 (k) – taken up under comprehensive Information Disclosure Policy.			

<b>Country ownership and readiness</b>				
Country Ownership	Approval of Country Ownership guidelines related to B.10/10(c)(i)(iii), (d)).	Pending outcome of Strategic Plan and Accreditation Strategy.	Further pending other decisions.	Further pending other decisions.
Readiness Programme B.11/04 (e)) / (B.11/04 (h)) / B.08/11 (h))	Decision related to the simplified process for readiness requests.	Pending further work.	Adopt ToR for the independent evaluation of the Readiness and Preparatory Support Programme (B.08/11(j)).	Progress report on independent evaluation of the Readiness Programme.
	Review of the Readiness allocation system.	Pending further work.		
<b>Resource mobilisation</b>				
Completion of the Initial Resource Mobilisation	Progress report.	Progress report.	Progress report; Policies and procedures for contributions from philanthropic foundations and other non-public and alternative sources (B.08/13, annex XIX, paragraphs 5, 6 and 7).	Progress report.
First Formal Replenishment Process of the Fund	Board decision requesting the Co-Chairs to consult and present a revised replenishment process document to B.14 for approval.	Co-Chairs to consult and present initial views during informal session of the Board.	Approve policies, procedures, and documents for the formal replenishment process.	

<b>Independent accountability units</b>				
Independent Integrity Unit			Approval of Work Programme and Budget.	Approval of Work Programme and Budget.
Independent Evaluation Unit				Approval of Work Programme and Budget.
				Approve evaluation policy & three-year rolling evaluation work plans.
Independent Redress Mechanism			Approval of Work Programme and Budget.	Approval of Work Programme and Budget.
		Interim arrangements related to actors seeking redress (B.11/11(j)(vii)).		Approval of detailed guidelines and procedures for the independent redress mechanism.
<b>Administrative matters</b>				
Administrative Guidelines	Administrative guidelines on Procurement (B11/07(b)); Information note on the Administrative guidelines on human resources; Status of the GCF Administrative Tribunal.	Administrative guidelines on Human Resources (B.11/12(g)) and administrative guidelines on Information and Communication Technology (ICT).		

Administrative Budget	Report on the execution of the administrative budget and unaudited financial statements for 2015.	Report on the execution of the administrative budget; Approval of the Annual Report and Audited Financial Statements.	Report on the execution of the administrative budget. Approval of Administrative Budget and Work Programme of the Secretariat 2017-2019.	Report on the execution of the administrative budget.
Secretariat Staffing	Approval of updated Administrative Budget and Staffing; Presentation of revised staffing structure (B.11/08(b)).			

**Table 2: Matters that require further clarification from the Board**

<b>Agenda Item/Matter</b>	<b>Background</b>	<b>Action</b>
Simplified approvals process (Governing Instrument (53) B.11/11 (i))	The Board was invited to make comments on document B11/17 in relation to the simplified proposal approvals process for certain activities, in particular small-scale activities, by 31 December 2015. The Board may wish to provide guidance to the Secretariat on the next steps on this item.	The Board may request the Co-Chairs to consult on this matter, pending outcomes of approvals process review at B.13.
Project Preparation Facility	In its Decision B.11/11 paragraph (l), the Board established this facility. However, very little guidance was provided on its design and operational procedures. The Board may wish to provide guidance to the Secretariat, in particular on the operational procedures to be followed. The Board will need to decide on its own decision-making procedures related to the PPF, as all funding decisions will require Board approval.	The Board may wish to take a decision on the procedure for approving PPF requests at B.12. To this end, the Board will need to signal this upfront for the Secretariat to prepare and submit proposals for approvals at B12. Further consideration is required on how to sequence this in relation to the ongoing work of the readiness programmes related to pipeline development and project preparation, as well as the Board's decision to revisit the role of concept notes. Finally, the Board may wish to defer the review of the PPF (B.11/11(l)) from B.14 to B.15/16.
The Fund's Environmental and Social Safeguards	In Decision B.07/02, paragraph (n), the Board requested the Secretariat, in consultation with the Accreditation Committee and Accreditation Panel as needed, to develop an environmental and social management system for the Fund, based on the outline contained in Annex VI (GCF/B.07/11), which will include guidelines on the categorisation of projects by Implementing Entities and intermediaries according to the level of environmental and social risk, and in accordance with the Fund's interim Environmental and Social Safeguards. <sup>1</sup>	The Board may wish to request the Secretariat to present a plan to transition from the interim ESS to the Fund's own ESS.
Accreditation coordination and coherence	In Decision B.07/02, paragraph (k)(ii), the Board requested the Secretariat, under the guidance of the	This matter can be resolved pending the outcomes of the Accreditation Strategy.

<sup>1</sup> GCF/B.11/02, Annex II, paragraph 4.1.3.





Agenda Item/Matter	Background	Action
	<p>Accreditation Committee and Panel to elaborate, for a decision by the Board at its third meeting in 2014, a work programme on complementarity and coherence with the accreditation systems and processes of other relevant funds, as well as relevant private sector associations, in consultation with the Private Sector Advisory Group and relevant stakeholders. This activity has yet to be undertaken and presented by the Secretariat.</p>	

**Table 3: Matters that require decisions for the Co-Chairs to conduct further consultations**

Agenda Item/Matter	Background	Action
Decision-making in the absence of consensus (Governing Instrument 14)(B.08/14 (b))	This contentious item has been discussed in a number of meetings and the Board remains divided on the way forward. The Governing Instrument, paragraph 14, states that the Board will develop procedures for adopting decisions in the event that all efforts at reaching consensus have been exhausted. In Decision B.08/14, paragraph (b), the Board requested the Secretariat to develop options for procedures for adopting decisions in the event all efforts at reaching consensus have been exhausted, for consideration by the Board at its first meeting in 2015, taking into consideration document GCF/B.08/44. This matter was not addressed in 2015.	<p>The Board may wish to take a decision requesting the Co-Chairs to consult with members and report back to B.14 on progress.</p> <p>To appoint Board officials in 2016, the Board may decide to apply the decision-making procedures used in the appointment of the Executive Director (Annex IV GCF.B.04/18) in relation to decisions pertaining to the outcome of the performance review of the Executive Director of the independent Secretariat at B.12, and the appointment of the three heads of the accountability units at B.13.</p>
Decisions in between meetings (Rules of Procedure, Rule 42)	This matter has been on the agenda for a number of meetings and remains unresolved. Paragraph 41 of the Board's Rules of Procedure states that decisions without a Board meeting may occur on an extraordinary basis when, in the judgment of both Co-Chairs, a decision must be taken by the Board that should not be postponed to the next Board meeting. In accordance with paragraph 42 of the Rules of Procedure, the Board will adopt guidelines to determine in which cases decisions without a Board meeting may be requested. Prior to the adoption of such guidelines, the Co-Chairs will determine on a case-by-case basis which decisions may be requested without a Board meeting.	The Board may wish to take a decision requesting the Co-Chairs to consult with the Board and report back to B.14. In the absence of agreement on how to deal with this matter, the Co-Chairs will limit decisions in between meetings to urgent, non-approval matters only.
Annual Review of the Financial Terms and Conditions (B.09/04 (h)); and Level of Concessional terms for the Public Sector (B.10/03)	Issues related to levels of concessional terms and conditions remains highly contentious and difficult to resolve. Deferring the annual review of the financial terms and conditions till the end of 2017 would give the review process a larger selection of instruments to review.	The Board may wish to take a decision requesting the Co-Chairs to consult with members and report back to B.14 on progress, including on the possible deferral of this matter to 2017.

<b>Agenda Item/Matter</b>	<b>Background</b>	<b>Action</b>
Travel Policy (B.01-13/02, (e))	This matter has been on the Board's agenda since B.05 and has remained unresolved, particularly in relation to the differentiation of support related to developing country Board members, alternate members and advisors. It is unlikely that this matter will be resolved in 2016.	The Board may wish to take a decision requesting the Co-Chairs to consult and report to the Board at B.14. In the absence of agreement on how to deal with this matter, the interim travel policy will continue to apply.
Gender Policy and Action Plan (B.09/11 (d))	In its Decision, the Board agreed to review the Gender Policy and Action Plan at B.12. The Board will need to confirm that the process approved in B.09 has been implemented.	The Board may wish to approve a decision deferring the review to 2017.
Appointments Committee (B.06/08)	Until the Board decides to establish a standing Board committee on appointments, the Board should continue the process of Ad Hoc committee to deal with the selection of Board appointees. Matters related to salaries could be considered by the newly established Budget Committee.	The Board may wish to request the Co-Chairs to undertake further consultations and report back to the Board at B.14.