



**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**  
28 - 30 June 2016  
Songdo, Republic of Korea  
Provisional agenda item 6

**GCF/B.13/Inf.05/Rev.01**

24 June 2016

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# Report on the activities of the Secretariat

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## **Summary :**

This report is intended to inform the Board on progress from mandates given to the Secretariat in the period from the first meeting of the Board, August 2012 to the twelfth meeting of the Board, March 2016, excluding those mandates on which the Secretariat is reporting, or has previously reported, progress made to the Board in individual agenda items or reports. This report is not, however, an exhaustive reflection of all the Secretariat's activities.

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## I. Introduction

1. This report informs the Board on the progress made by the Secretariat for mandates given to it by the Board in the period from the first meeting of the Board, August 2012 to the twelfth meeting of the Board (B.12), March 2016, excluding those mandates on which the Secretariat is reporting, or has previously reported, through individual agenda items or reports provided in relevant Board documents. This report is not, however, an exhaustive reflection of all the activities that the Secretariat undertakes.

## II. Activities of the GCF Secretariat

### 2.1 Pending mandates pertaining to country programming

2. **Decision B.09/09 paragraph (c): The Board requested the Secretariat: “To aim to achieve a diverse balance in accredited private entities, including subnational, national, regional and international intermediaries that have a significant on-the-ground presence in developing countries. These entities would have to meet the Fund's accreditation requirements and demonstrate a track record of operating in developing countries.”** The Secretariat is providing support to all direct access entities in their application for accreditation in order to achieve a diverse balance in the group of accredited entities.

3. **Decision B.10/04 paragraph (b): The Board also requested the Secretariat to prepare and launch the request for proposal (RFP) on Enhanced Direct Access (EDA) in consultation with the Accreditation Committee and ITAP.** The Secretariat has presented the Enhanced Direct Access RFP and the EDA guidance note to the Accreditation Committee, independent Technical Advisory Panel ITAP and civil society organization (CSO) groups, and their comments have been incorporated. During Readiness week (April 25-29, 2016), the Secretariat has conducted a focus group with direct access entities and National Designated Authorities (NDAs) in order to better understand their thoughts and concerns regarding EDA. As a result, a guidance note was developed for potential applicants and further consultation held with the AC before the launch of the EDA call for proposal. The Secretariat has also sent out a detailed questionnaire to Readiness week participants for a self assessment. Responses are being consolidated and the findings will be shared with senior management by the end of June.

4. **Decision B.12/20 paragraph (d): The Board further requested the Secretariat to implement the action plan in a gender-sensitive manner and report at the Board meeting on progress achieved.** The Secretariat is proactively (i) advancing gender responsive actions, and (ii) monitoring progress on gender action in the country programmes and work programmes of accredited entities. It reviews concept notes and funding proposals from a gender perspective on a regular basis, and ensures that gender assessments are incorporated well by entities, in line with the requirements of GCF Gender policy and Gender action plan. The Secretariat has also advised on the introduction of gender mainstreaming design features, such as project level gender action plans in order to a) identify specific gender elements that need to be included in project activities, and b) determine how the project/programme can respond to the needs of women and men in view of the specific climate change issue to be addressed. A gender training workshop was organized for 25 NDAs and 13 direct access entities with support from the United Nations Entity for Gender Equality and the Empowerment of Women in April 2016. A partnership was also finalized with United Nations Entity for Gender Equality and the Empowerment of Women; the development of a training manual and toolkit on gender and climate change was proposed.

5. **Decision B.12/32, paragraph (j):** The Board requested the Secretariat in its progress report to the Board “to include updates on (...) an overview of activities being undertaken by readiness partners”. The Secretariat will start reporting on activities of the readiness coordination and delivery mechanism (as part of the readiness report) once legal arrangements have been finalized.

## 2.2 Pending mandates pertaining to adaptation & mitigation

6. **Decision B.07/03 paragraph (c) and decision B.11/11 paragraph (i):** The Board also requested the Secretariat to further develop the initial proposal approval process (programmatic approach). The Secretariat has developed a proposal on the initial guidelines for the programmatic approach and presents it for the Board’s consideration in document GCF/B.13/18 titled “Further development of initial approval process programmatic approach to funding proposals”.

7. **Decision B.09/05 paragraph (d):** The Board further requested the Secretariat to present indicative minimum benchmarks at the thirteenth meeting of the Board (B.13). The Secretariat has initiated the preparation of these benchmarks in accordance with decision B.09/05 through analysis of other climate funds’ practices and the collection of relevant portfolio data. The Secretariat has verbally provided the status of progress to the Investment Committee in May 2016. As per the further guidance from the Investment Committee, the Secretariat is preparing a brief note outlining the approaches, processes, timelines and proposed outcomes for the Committee’s discussion during B.13.

8. **The Board requested the Investment Committee to nominate the remaining TAP members.** Following decision B.12/05, three additional experts of the TAP were endorsed. In early April 2016, contracts with the three newly appointed members were established and the TAP is fully operational with six members. This was shortly followed by an on-boarding virtual meeting with all of the six members of the TAP and the Secretariat where the following items were discussed: work modalities and schedule, potential conflict of interest, work plan on implementing the strategic plan, and arrangements for the planned on-site meeting. The TAP had an on-site meeting in Songdo, Incheon, Republic of Korea, on 20-24 May 2016, in order to finalize its assessments of the 10 funding proposals submitted by the Secretariat for its review.

9. **Decision B.11/11, paragraph (j) (k):** The Board also requested the Secretariat to review the initial proposal approval process. Following the previous progress report at B.12, and further Board guidance, the Secretariat invited submissions of inputs from members of the Board (hereinafter referred to as Board members), and alternates members of the Board (hereinafter referred to as alternate members), observers, accredited entities (AEs), NDAs or focal points, and delivery partners. The deadline for submissions was 15 April 2016. In total, 45 submissions were received, compiled, and circulated to the Board on 26 April, 2016.

10. The initial proposal review and approval process has generated valuable experience and lessons, as well as opportunities for improvement. Some initial reflections on the gaps and challenges on the process are briefly summarized below.

11. *Policy gaps.* The identified policy gaps that need to be filled to effectively prepare and review funding proposals mainly relate to: the appropriate level of concessionality, co-financing requirements, risk guidelines, and risk appetite. These policies would serve as very important guidelines to NDAs, AEs, TAP, Secretariat and other stakeholders.

12. *Transparency and decision-making.* The GCF is improving its transparency on several fronts. First, all the TAP’s funding proposal assessments are now published as part of the funding proposal package submitted to the Board. Second, accredited entities are given the

opportunity to respond to TAP's questions and requests for clarification through the Secretariat. Third, the disclosure of environmental and social reports is now implemented. This effort will continue to further enhance transparency.

13. Several Board members have expressed support to introduce a supplementary decision option for funding proposals: "deferral" or "resubmission". Under this option, the Board may wish to request the accredited entity to address revisions in order for the Board to reconsider the proposal at a future date. Guidelines will need to be developed to specify under what circumstance the Board should consider the "deferral" or "re-submission" option.

14. *Pipeline.* The level of advancement or readiness of funding proposals upon arrival has varied significantly. At first submission, many funding proposals are incomplete with some preparation work, including technical studies, analysis and appraisal not completed. It would be useful to develop technical guidance on requirements for preparation work.

15. The level of innovation, transformation and paradigm shift potential of funding proposals also requires improvement. It may be instructive to develop technical guidance on what constitutes a paradigm shift and to provide specific examples of paradigm-shifting projects and programmes as informative references.

16. **Decision B.11/11 paragraph (o): The Board further requested the Secretariat in consultation with the TAP, national designated authorities, focal points and accredited entities to simplify the funding proposal template and concept note template in an expeditious manner.** After B.12, the Secretariat has continued to work on simplifying the funding proposal template, focusing on alignment with other relevant guidelines and templates pertaining to the funding cycle; minimizing duplication among different sections; and reflecting lessons learned from the ongoing proposal review and approval exercise. The template simplification efforts are also linked to the potential outcome of the simplified process for small-scale activities.

17. **Decision B.12/10: The Board requested the Secretariat to consult with it on the simplified approval process for certain activities, in particular small-scale activities.** Following the Board's decision at B.12, the Co-Chairs are conducting consultations with Board members and alternate members on this matter. A proposal of the Co-Chairs was sent to Board members and alternate members on 15 April 2016 for comment. A proposed decision is planned to be presented to the Board for consideration at B.13.

## 2.3 Pending mandates pertaining to private sector activities

18. **Decision B.04/08, paragraph (c): The Board recalled that the Private Sector Facility (PSF) should promote: "the participation of private sector actors in developing countries, in particular local actors, including small and medium sized enterprises and local financial intermediaries. The Facility will also support activities to enable private sector involvement in small island developing States and least developed countries. Modalities will be developed for consideration by the Board."** The PSF modalities have been clarified through subsequent Board decisions at the fifth, sixth, seventh, eighth, etc. meetings of the Board. The PSF pipeline is consistent with this mandate.

19. **Decision B.04/08 paragraph (f): The Board acknowledged "the need to mobilize funds at scale from, inter alia, institutional investors, such as pension funds and sovereign wealth funds, and to design modalities to that end.** The two projects approved at the eleventh meeting of the Board and the current PSF pipeline respond to this mandate.

20. **Decision B.07/08 Decision B.07/08, paragraph (d): The Board decided "to undertake a review of the initial modalities for the operation of the Fund's mitigation and**

**adaptation windows and the PSF, no later than three years after the initial resource mobilization of the Fund**". The timeline for this mandate is three years after resource mobilization.

21. **Decision B.09/09, paragraph (b):** The Board requested the Secretariat **"to take into consideration comments from the Board in its day to day work, including outreach, support for accreditation process and reviews of concepts"**. (This request was made in the context of document GCF/B.09/11/Rev.01 titled **"Private Sector Facility: potential approaches to mobilizing funding at scale"** and document GCF/B.09/12 titled **"Private Sector Facility: working with local private entities, including small and medium-sized enterprises"**). The Secretariat has consistently taken into consideration comments from the Board in outreach for potentially accredited entities and in review of concept notes.
22. **Decision B.10/11, paragraph (d):** The Board requested the Secretariat, when implementing decision B.09/09, paragraph (h),<sup>1</sup> and taking note of the Public Sector Advisory Group (PSAG) recommendations as contained in document GCF/B.10/16 titled **"Recommendations from the Private Sector Advisory Group to the Board of the Green Climate Fund"**: **"to present for the Board's consideration by no later than the twelfth meeting of the Board the terms of reference for a request for proposal (RFP) for entities to manage the MSME and the terms of reference for an RFP for entities to mobilize resources at scale, with an aim of launching both RFPs in 2016**. The Secretariat is submitting the micro-, small- and medium-sized enterprise RFP document for Board consideration at B.13 under documents 12. Funding Proposal (d) Requests for Proposals.
23. **Decision B.12/03 paragraph (d):** The Board also requested the Secretariat: **(d) "to initiate an open call for nominations, including from Board Members for the selection of one civil society representative from developed countries in accordance with the terms of reference as set out in annex XIX to decision B.05/13, with the appointment of nominated representatives subject to approval by the Co-Chairs**. The Private Sector Facility is currently looking for two representatives to be selected by B.13.
24. **Decision B.12/07 paragraph (f):** The Board invited the PSAG **"to make recommendations on the mobilization of private sector finance to progress the Fund's forestry related result areas for consideration by the Board at its fifteenth meeting in 2016"**. The Secretariat is assisting the PSAG with this assignment through regular communication, while seeking broader guidance from the Board on forestry-related issues, as provided for in decision B.12/07.

## 2.4 Pending mandates of support services

25. **Decision B.05/11, paragraph (f):** The Board requested the Executive Director **"to promulgate all administrative guidelines based on the authorization given to her through decision GCF/B.04/03, and to submit policies to the Board for approval"**. The Administrative guidelines of admin policies for (a) human resources, (b) procurement, (c) budget and accounting, and (d) internal control and audit were approved. The Administrative Guidelines for both Travel and Information & Communication Technology (ICT) are pending and are planned for the fifteenth (B.15) and sixteenth meetings (B.16) of the Board, respectively.

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<sup>1</sup> Decision B.09/09, paragraph (h): The Board requested "the Secretariat to submit for the Board's consideration at its eleventh meeting the request for proposal for the SME programme and an outline of activities that could be undertaken to mobilize resources at scale".

### Resource mobilization

26. **Decision B.05/17 paragraph (d):** The Board decided that “the policies, procedures and documents necessary to trigger the first formal replenishment meeting”. A draft decision was presented to the Board in document GCF/B.11/08 titled “Arrangements for the first formal replenishment of the Green Climate Fund” but no decision was made. The Board mandated the Co-Chairs through decision B.12/09 to take this process forward. The Secretariat has provided the relevant information to the Co-Chairs for their progress report which will be presented at B.13.

27. **Annex XIX to decision B.08/13, paragraphs 5-7 (annex XIX to document GCF/B.08/45, paras. 5-7):** The Board endorsed the development of policies and procedures for contributions from philanthropic foundations and other non-public and alternative sources. The Secretariat is preparing the related document for the Board to be presented at the fourteenth meeting of the Board (B.14).

28. **Decision B.12/38 (decision B.08/22, para. (b) (i)):** The Board requested the Secretariat “to commission an independent third party to implement the review of the Interim Trustee, in consultation with and under oversight of the Risk Management Committee (...) and provides a report for the consideration of the Board by its fourteenth meeting”. The Secretariat is processing the procurement of an independent third party in consultation with the Risk Management Committee.

### Finance and procurement

29. **Decision B.12/27, paragraph (h):** The Board also requested the Budget Committee “to consult with the Secretariat and make recommendations on the administrative budgets for 2017 and 2018 by the fourteenth meeting of the Board”. The Secretariat is working with the Budget Committee with a view to submitting a 2017 and 2018 administrative budget to the Board at B.14.

30. **Decision B.12/39:** The Board decided “to approve the continued application of the Corporate procurement guidelines on the use of consultants and the Corporate procurement guidelines for goods and services, until the Board shall have approved the revised guidelines, which should be no later than the seventeenth of the Board meeting”; and authorized the Executive Director to implement the guidelines. The Secretariat is currently working on a revised Administrative guideline on procurement and plans to submit it to the Board for approval at B.15.

### Information and communication technology

31. **Annex I, decision B.06/03, paragraphs 1 and 3 (annex I to document GCF/B.06/18, paras. 1 and 3):** Through decision B.06/03, the Board adopted the Administrative policies of the GCF described as follows:

32. **The main administrative policies of the Fund cover all areas that normally fall under the responsibility of the Secretariat’s Division of Support Services. They are limited to the administrative business of the Secretariat, namely(...) (d) Information and communication technology (ICT); and (...) The Administrative Policies will be supplemented by administrative guidelines endorsed by the Board and promulgated by the Executive Director. The Executive Director operates under the guidance of, and is accountable to, the Board that exercises oversight.** The Secretariat is planning to submit the ICT Guidelines at B.14. The Secretariat will ensure their alignment with the GCF strategic plan, and seek feedback from external stakeholders, as needed.



## Human resources

33. **Decision B.04/11, paragraph (c):** The Board decided: “to implement Option 2 as presented in paragraph 18 of document GCF/B.04/11 (‘Funding would be provided from the administrative budget of the Fund for the travel costs associated with Board meetings of one designated adviser per eligible developing country Board member and alternate member’) as the basis for providing funding for the participation of adviser travel to meetings of the Board until the adoption of the Fund’s overall travel policy, and requested the Interim Secretariat to reflect this in the Fund’s overall travel policy. Draft decisions were submitted to the Board in document GCF/B.05/15 titled “Draft travel policy” and document GCF/B.06/17 titled “Travel policy” but were not opened. Pending the approval of the overall travel policy of the GCF, funding is currently provided from the administrative budget of the GCF for the travel costs associated with Board meetings of one designated adviser per eligible developing country’s Board member and alternate member. At B.12, the Board decided to consider the Fund travel policy in 2017.
34. **Decision B.08/17, paragraphs (c) and (d), and decision B.11/12, paragraphs (e) and (f):** The Board requested Board Members “to provide written suggestions for possible changes of the [Human resources] guidelines by 15 December 2015”; and requested the Secretariat “to consider the proposed changes and present the revised guidelines with the appropriate changes to the Board for its approval” (decision B.11/12). The suggestions from Board members were collated and presented to B.12, in document GCF/B.12/20 titled “Information note on the Administrative guidelines on human resources”) along with Secretariat’s comments. These will become part of a substantial revision of the Human resources guidelines which will be submitted to the Board at B.15.
35. **Decision B.10/12, paragraph (d):** The Board requested the Secretariat “to implement measures such as insurance, indemnification, or other liability protection to assure that Secretariat staff, Board members and alternates are protected, as appropriate, including while on mission”. The Secretariat procured an initial insurance in January 2016 and is currently reviewing the extent of the coverage.
36. **Annex I to decision B.06/03:** The Administrative policies of the Fund referred to exploring whether a cost-of-living adjustment would be applicable to GCF international staff in Songdo. The mandate was completed and the findings were presented in document GCF/B.11/19 titled “Updated administrative guidelines on human resources”, to the Board at B.11, who noted the document’s contents.
37. **Decision B.12/27, paragraph (c):** The Board requested the Secretariat “to consider filling new positions with internal candidates where appropriate, on a priority basis”. Of the 48 new positions being advertised in the Secretariat, up to 13 have been identified as having internal candidates. They are being processed as a priority.

## 2.5 Pending mandates pertaining to legal affairs

38. **Decision B.09/08, paragraph (c):** The Board also requested the Secretariat “to inform the Board regularly on progress made in the implementation of” legal and formal arrangements with accredited entities. The Secretariat regularly reports on this mandate under the relevant agenda item number, and more frequently to the Co-Chairs and to the Board between meetings.
39. **Decision B.10/12 (b): paragraph (c):** The Board further requested the Secretariat to report at each meeting of the Board as part of the Secretariat’s activities on any agreements or other appropriate arrangements which have been concluded or



**implemented.** The Secretariat is actively pursuing negotiation both with developed and developing countries. A mission to New York, the United States of America, was conducted in order to hold discussions with permanent representatives to the United Nations. The Secretariat has sent draft agreements on the privileges and immunities of the GCF to a total of 113 countries. Four agreements have been signed to date with Belize, Federated States of Micronesia, Honduras and Zambia. Progress is being made with a number of other countries, with several agreements being close to finalization (Antigua and Barbuda, Solomon Islands and Papua New Guinea). The constitutional requirements of country Parties for the adoption of agreements on the privileges and immunities of the Green Climate Fund vary. In many cases, country Parties can sign agreements as executive agreements, however in some cases (for both developed and developing countries), parliamentary approval is required. This can delay the adoption of the agreement. In negotiating agreements, the Secretariat takes into account such country-specific constitutional constraints, and other country circumstances, while undertaking that the agreements reflect as closely as possible the provisions approved by the Board.

## 2.6 Pending mandates pertaining to communications

40. **Decision B.01-13/05, paragraph (e): The Board decided that: financial sponsorship of events should initially be discouraged, and appropriate and relevant requests for partnership in external events, with no associated financial commitment, should be considered by the Board on a no-objection basis.** With the GCF now operational with an independent Secretariat and a communications budget, this mandate may not be applicable anymore.

41. **Decision B.04/10, paragraph (d): The Board also decided that “full, non-executive sessions of the Board will be subject to recording, and those recordings will be made available on the website of the Fund, through registration only, within three weeks of each Board meeting, and to review the matter in light of experience gained and the usage statistics of the service.** The Secretariat has implemented this decision through the GCF website, consistent with the Annex to Decision B12/35 related to the Information Disclosure Policy. Previous recordings of Board meetings were available until 4 November 2015.

## 2.7 Pending mandates pertaining to risk management

42. **Decision B.12/34, paragraph (a): The Board requested “he Risk Management Committee to review probability, impact, and resulting priorities prior to the thirteenth meeting of the Board.” And stated that “the risk register will be updated at least once a year.** The Interim Risk Manager is preparing an RFP for hiring a consulting firm to develop the entire set of risk management, policies, manuals and reporting tools of the Secretariat. The risk register needs to be aligned with the risk management framework, policies and manuals, and hence it will be included in the deliverables of the RFP. The risk register is under review and the revised risk register was submitted to Risk Management Committee late May 2016.

43. **Decision B.12/34, paragraph (e): The Board requested the Secretariat, in consultation with the Risk Management Committee, “to present the Interim risk and investment guidelines at the thirteenth meeting of the Board with revised financial instrument parameters”.** The Interim risk and investment guidelines have been submitted to the Risk Management Committee late May 2016.

44. **Decision B.12/34, paragraph (h): The Board also requested the Secretariat: To monitor and report to the Board at each Board meeting: (i) the amount of GCF funding approved; (ii) the amount of GCF funding approved plus the submitted amount for**

approval at the specific Board meeting; (iii) the accumulated fund disbursed by each accredited entity, country and result area; and (iv) any changes in priorities of the risk register. The Interim Risk Manager is preparing the report.

45. **Decision B.12/32, paragraph (i): The Board took note that the Secretariat would “produce risk manuals for the GCF financial instruments, asset and liability management, liquidity, and market risk”.** With regard to foreign exchange hedging, a draft document has been prepared and further review is required prior to its discussion with the Risk Management Committee. As a matter of urgency, it is suggested that this agenda item be discussed in B.13. Foreign exchange hedging guideline development will be considered within a broader risk management framework and risk management policies. The interim Risk Manager is currently developing an RFP for hiring a consulting firm to develop tools, including foreign exchange hedging guidelines/policy.

## 2.8 Pending mandates of the Secretary to the Board

46. **Decision B.12/20, paragraph (f): The Board requested “the committees, panels and groups of the Board to include the actions outlined in the Strategic Plan in their respective deliberations and work programmes, as appropriate”.** The support provided by the Secretariat on this matter includes the development of inputs in support of the consideration of committees, panels and groups of the inclusion of the actions outlined in the strategic plan in their respective work programmes (see the relevant sections in document GCF/B.13/Inf.03 titled “Reports from committees, panels and groups”). The Secretariat has also provided support in the implementation of decisions and in the production of deliverables, including those presented for consideration by the Board at B.13. The committees, panels and groups that the Secretariat assisted include the following:

- (a) The Accreditation Committee;
- (b) The Accreditation Panel;
- (c) The Appointment Committee;
- (d) The Budget Committee
- (e) The Ethics and Audit Committee;
- (f) The Executive Director Selection Committee;
- (g) The independent Technical Advisory Panel;
- (h) The Investment Committee;
- (i) The PSAG; and
- (j) The Risk Management Committee.

47. **Decision B.07/03, paragraph (i): The Board requested the Secretariat “in the development of the Fund’s information disclosure policy to address issues related to the initial proposal approval process”.** The Information disclosure policy was prepared by the Ethics and Audit Committee with the support of the Secretariat, and was adopted at B.12, hence this mandate is completed.

## 2.9 Pending mandates

48. **Decision B.12/20 , paragraph (d): The Board also requested the Secretariat “to take all steps necessary to implement the action plan in a gender-responsive manner,**



**and report at each Board meeting on progress achieved".** The annex contains a preliminary mapping of each action item of the strategic plan linking it with the responsible line areas in the Secretariat.

## Annex I: Implementation of the Green Climate Fund's Strategic Plan by the Secretariat

	Action Item in Strategic Plan	Sub Item	Work Plan Item that potentially addresses Action Item or aspects thereof	Next steps/future work	Division
<b>A</b>	<b>Prioritizing pipeline development</b>				
	Providing enhanced readiness support	Building on an analysis of (a) the shortcomings or bottlenecks of the current readiness activities, (b) readiness needs in developing countries and (c) best practice and lessons learned from current readiness activities to encourage peer to peer learning	<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Build on analysis of readiness needs in developing countries following the Accelerating direct access event and the readiness needs identified during discussions.  Finalize and publish the Readiness report	CPD
		Following a focus strategy to engage and support NDAs/FPs in developing country programmes, concept notes and funding proposals that have the potential to yield an impact at scale and contribute to the implementation of countries' priorities as identified in INDCs or other national strategies and plans	<b>Communications Strategy -B.13 Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32) Country ownership guidelines</b>	Approve the Board decision on the implementation of the Paris Agreement, which will define the Secretariat's role in supporting countries.  Continue to provide support to countries for the development of country programmes	CPD/ Comms
		Facilitating and supporting a structured dialogue involving the Secretariat, NDAs, relevant AEs, and other country stakeholders,	<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Continue to provide support to countries for the development of their country programmes  Continue to organize similar events that	CPD

	<b>Action Item in Strategic Plan</b>	<b>Sub Item</b>	<b>Work Plan Item that potentially addresses Action Item or aspects thereof</b>	<b>Next steps/future work</b>	<b>Division</b>
		including the private sector, to develop country programmes and determine which priorities identified by country strategies (INDCs, LEDS, NAPAs, NAMAs, etc.) are the best match for GCF support. The structured dialogue will aim to help NDAs to identify the best AE and other partners and help them design programming that meets the investment criteria of the GCF		help countries identify their needs and encourage peer to peer learning	
		Offering NDAs a standardized template with questions guiding the development of country programmes	<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Share the revised guidance and template with other countries and publish the document on the GCF website	CPD
		Allocating sufficient resources for the Readiness Programme and the respective Activity Areas	<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Finalize the readiness progress report with the draft decision text	CPD
		Speeding up the disbursement of funds already approved under the Readiness Programme irrespective of the status of agreements with regard to P&I for GCF staff	<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Provide a presentation on alternative arrangements to readiness grants at B.13.  Provide a presentation on options for improvement and simplification of the process to access readiness support at B.13  Finalize the readiness progress report with the draft decision text	CPD/ DSS/ OGC

	<b>Action Item in Strategic Plan</b>	<b>Sub Item</b>	<b>Work Plan Item that potentially addresses Action Item or aspects thereof</b>	<b>Next steps/future work</b>	<b>Division</b>
	Proactively engaging in high-level consultations with NDAs/FPs and AEs related to the identification of national or regional priorities and programmes that meet the Fund's investment criteria		<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32)</b>	Continue to organize similar events that help countries to identify best quality projects/programmes and develop their country programmes  Continue discussions with AEs	CPD/ M&A/ PSF
	Identifying opportunities for the GCF to add value by co-financing projects and programmes together with the GEF, the Adaptation Fund or Multilateral development Banks. Particularly in the early stages of operations, this might be a way of scaling up quickly and capitalizing on and learning from the knowledge and experience of these institutions		<b>COP Guidance: Complementarity and coherence (B.12/07 (a))</b> - B.13, B.14, B.15 <b>Relationship with the Relevant UNFCCC Thematic Bodies</b> - B.13 <b>Completion of the Initial Resource Mobilisation [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)]</b> - B.13, B.14, B.15	Continue to build upon previous experiences and encourage co-financing  Propose to the Board for its consideration on B.13 to establish an engagement mechanism at the Board level and Secretariat level, including potentially a GCF-UNFCCC thematic bodies annual forum at Co-Chairs/Board level, and modalities for technical engagement with thematic groups at Secretariat level.  Include in the Board document for B.14 policies and procedures for processing co-financing as part of resource mobilization that aims to crown in other resources	M&A/ PSF/ OSB/DSS
	Making increased use of simplified RFPs aimed at the public and private sector in consultation with the NDAs/FPs targeting promising and innovative approaches ensuring that successful RFP proposals can demonstrate a viable path to accreditation and		<b>Private sector Micro-, Small- and Medium-sized Enterprise (MSME) Request For Proposals (RFP)</b> - B.13, B.14, B.15 <b>Mobilizing funding at scale, RFP</b> - B.13, B.14, B.15 <b>Modalities that Enhance Direct Access Pilot (B.10/06 (f))</b> - B.13, B.14, B.15	Issue the RFPs  Continue accreditation assessment	M&A/PSF /CPD



	<b>Action Item in Strategic Plan</b>	<b>Sub Item</b>	<b>Work Plan Item that potentially addresses Action Item or aspects thereof</b>	<b>Next steps/future work</b>	<b>Division</b>
	plan to ensure country ownership				
	Developing replicable approaches and potentially standardized products that would allow proven approaches to be rapidly rolled out in new locations where they match priorities identified in consultation with NDAs/FPs		<b>Consideration of funding proposals</b>	Analyze the pipeline and capture the common and successful approaches. Record lessons learned and common approaches that can inform the development of standardized products and flagship programmes in the future.	M&A/PSF (CPD input)
	Operationalizing results-based payments for REDD+ in line with COP guidance and the Governing Instrument, evaluating the implementation of results-based payments, and assessing its applicability to other sectors within the purview of the GCF		<b>Performance Management Framework (PMF) - B.13 (?) COP Guidance: Results-based payments for REDD+ (B.12/07 (d)) - B.14, B.15</b>	Develop the draft REDD+ results based payments guidelines and present to the Board for consideration.	M&A
<b>B</b>	<b>Strengthening the Fund's Proactive and Strategic Approach to Programming</b>				
	Request all accredited entities to submit annual or multi-annual work programmes, prepared in consultation with NDAs/FPs. Accredited entities are encouraged to actively participate in the structured dialogues described in Section 4 (A) with a view to preparing future work programmes. These work programmes should be prepared based on a		<b>Readiness Programme B.11/04 (e) / (B.11/04 (h)) / B.08/11 (h) / B.12/32)</b>	Share the template with all accredited entities and request them to submit the work programmes.  Consolidate all work programmes with the aim for completion by the mid-2017.  Organize more relevant events	M&A/PSF /CPD

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	<p>standard template to be provided by the Secretariat. They should identify and describe the projects, programmes and other activities, their indicative costs, and how they would be a good fit for the GCF, for each of the countries that the respective AE intends to assist. The Secretariat will then consolidate the annual work programmes into one document to be submitted to the Board for information and discussion. The Board will take this input into account for planning purposes. As these work programmes are non-conclusive, AEs may submit proposals, including in response to RFPs, which are not included in their work programmes</p>				
	<p>Carry out a market survey of what is needed to support climate action (e.g. an analysis of those country priorities in which countries have the most difficulty attracting finance) and successes or innovative ideas that could be built upon.</p>			<p>Share country templates with all NDAs that requested support for country programme development + post it on the website.</p>	<p>CPD/M&amp;A/PSF</p>

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	This would help identify areas where countries have struggled to mobilize finance and figure out how the GCF could address the relevant barriers, and how to develop its policies and expertise to do so. The survey could also help define GCF RFPs and replicable approaches/standard products in the future				
<b>C</b>	<b>Enhancing Accessibility and Predictability</b>				
	Strengthen its proactive and strategic approach to programming, thus enhancing predictability through a more transparent planning of its financial resources (cf. Section B).		<b>Private sector Micro-, Small- and Medium-sized Enterprise (MSME) Request For Proposals (RFP) - B.13, B.14, B.15</b> <b>Mobilizing funding at scale, RFP - B.13, B.14, B.15</b> <b>Modalities that Enhance Direct Access Pilot (B.10/06 (f)) - B.13, B.14, B.15</b> <b>Project Preparation Facility (PPF) (B.12/25) - B.13, B.15</b> <b>Readiness Programme B.11/04 (e) / (B.11/04 (h)) / B.08/11 (h) / B.12/32)</b>	Issue the private sector RFPs  Submit the EDA draft template to the Accrediation Committee for its reievw, pending its review the Secretariat will submit it to the cc and then publish the template.  Board to analyze activity area 4 of the readiness programme and the PPF to determine synergies at B.13.	M&A/PSF /CPD
	Survey stakeholders including NDAs, AEs, other delivery organizations, PSOs and CSOs with a view to gain a better understanding of what the barriers for engagement are			Clarify budget for this survey	CPD/M&A/PSF

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	Signal more clearly what kinds of projects and programmes it is looking to finance. This requires providing improved and coherent guidance on the Fund's investment criteria, risk appetite, standards and processes to be published on the website and communicated through the Fund's communication channels and the Readiness Programme. Finalizing minimum benchmarks in line with decision B.09/05 can further serve to enhance predictability and accessibility to the Fund's resources		<b>Communications Strategy</b> -B.13 <b>Initial Approvals Process Review (B.11/11 (j)- (k)/B.12/23)</b> - B.13, B.14, B.15 <b>Completion of the Approvals Process (B.07/03)</b> - B.13 <b>Readiness Programme B.11/04 (e) / (B.11/04 (h)/ B.08/11 (h)/B.12/32)</b> <b>Risk Management /Risk Management Committee</b> - B.13, B.14, B.15	Continue to do research and analysis and develop the Indicative Minimum Benchmarks for Board consideration.  Proposed Secretariat paradigm shift retreat [tbc] to define paradigm shift	M&A/PSF /CPD/DS S/OED Comms/ Risk
	Streamline and, wherever appropriate, simplify its processes and templates particularly for micro-scale activities in LDCs and SIDS		<b>Simplified Approvals for certain activities, including small-scale activities (B.12/10)</b> - B.13 <b>Initial Approvals Process Review (B.11/11 (j)- (k)/B.12/23)</b> - B.15	Present the document on the "Simplified processes for approval of proposals for certain activities, in particular small-scale activities" to the Board in B.13. Conduct more analysis if necessary  Finalize end-to-end project package	M&A/PSF + CFO
	Revise the proposal approval process based on the review decided in B.11/11 and simplify proposal approval procedures as appropriate		<b>Board decision making related to the proposal approvals process</b> - B.13 <b>Initial Approvals Process Review (B.11/11 (j)- (k)/B.12/23)</b> - B.15 <b>Simplified Approvals for certain</b>	An update on the proposal approval process review will be provided in the report of the Activities of the Secretariat for B.13. The review will continue and a document will be presented to the Board for consideration at B.15.	OGC/M&A/PSF + CFO

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			<b>activities, including small-scale activities (B.12/10) - B.13</b> <b>Completion of the Approvals Process (B.07/03) - B.13</b> <b>Decision making in the absence of consensus (B.12/11) - B.13, B.14, B.15</b> <b>Decision making in between meetings (B.12/12) - B.13, B.14, B.15</b>	Finalize end-to-end project package	
<b>D</b>	<b>Maximizing the Engagement of the Private Sector</b>				
	Analyse barriers to crowding-in and maximizing the engagement of the private sector, including based on a survey amongst private sectors actors. Contingent on the findings of this analysis, the GCF intends to develop a private sector outreach plan		<b>Communications Strategy -B.13</b> <b>IRM - 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) - B.14</b>	Carry out an analysis with input from the PSAG  Develop a private sector outreach plan with input from the PSAG As a part of resource mobilization to crowd-in other resources, policies and procedures for processing co-financing will be included in the board document for B.14	PSF/ Comms/ DSS
	Reconsider the extensive recommendations already provided by the PSAG, pertaining inter alia to the need to undertake actions to enhance the capacity within the Secretariat, to assess the accreditation procedures for private sector entities, to enhance private sector involvement within the readiness programme and to		<b>Strategy on Accreditation (B.10/08(r) / B.12/21) - B.13, B.14, B.15</b> <b>Initial Approvals Process Review (B.11/11 (j)- (k)/B.12/23) - B.13, B.14, B.15</b> <b>Appointment of Experts to the Private Sector Advisory Group (B.12/03) [Progress report and recommendations] - B.13</b> <b>Secretariat Staffing [Guidance on b12/27 (f)] - B.14</b>	PSAG to present further recommendations on possible measures to support the accreditation of entities with solid track records in supporting MSMEs and in mobilizing resources at scale for the Board's consideration by no later than its 12th meeting  PSAG to present their work programme for consideration at the 13th meeting of the Board	PSF/ CPD/ DSS

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	spell out the GCF's ability to reduce currency risks		<b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h) / B.12/32) [Evaluation]</b> - B.14, B.15	<p>PSAG to make recommendations on the mobilization of private sector finance to progress the Fund's forestry related result areas</p> <p>See (E) below for actions on the staffing. Establish a training/learning budget, with a process for disbursing funds to support staff learning and development.</p>	
<b>E</b>	<b>Building Adequate Institutional Capabilities</b>				
	Further build and maintain a well-staffed Secretariat that can deliver all of its functions as provided in the GI, including risk management, monitoring and accountability, readiness, managing RFPs, and the project preparation facility. The GCF will strive to attract and retain the high levels of expertise required to carry out GCF operations and retain institutional knowledge overtime		<p><b>Secretariat Staffing [Guidance on b12/27 (f)]</b> - B.14</p> <p><b>Risk Management /Risk Management Committee</b> - B.13, B.14, B.15</p> <p><b>Executive Director of the independent Secretariat (B.12/22)</b> - B.13</p>	<p>Build the staff of the Secretariat to a level that allows achievement of objectives i.e. 140 posts by the end of 2017. Board decisions will be requested at B13 to enable AS and IS salaries to be adjusted in line with agreed comparators, and 'new hire' salaries to be set at appropriate levels. The HR Guidelines will be reviewed to ensure they are 'best fit' for the Secretariat, and presented to B15 for adoption.</p> <p>Present Interim risk and investment guideline for Board approval</p> <p>Report risk priorities amendment if RMC adopt the review draft.</p> <p>Prepare RFP for hiring a consulting firm to develop risk management policies and tools.</p>	Risk/DSS (with input from all other divisions)
	Improve the efficiency of the Board's processes, including		<b>Board decision making related to the proposal approvals</b>	Investment Committee can potentially have a role	OGC/M&A/PSF



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	<p>decision-making related to funding proposals. Considerations include the implementation of simplified procedures for approvals or the delegation of funding-decisions for certain kinds of proposals, as well as by mandating a committee to present recommendations on funding proposals to the Board</p>		<p><b>process - B.13</b>  <b>Initial Approvals Process Review (B.11/11 (j)- (k)/B.12/23) - B.13, B.14, B.15</b>  <b>Simplified Approvals for certain activities, including small-scale activities</b>  <b>Strategy on Accreditation (B.10/08(r) / B.12/21) - B.13, B.14, B.15</b>  <b>Modalities that Enhance Direct Access Pilot (B.10/06 (f)) - B.13, B.14, B.15</b>  <b>Private sector Micro-, Small- and Medium-sized Enterprise (MSME) Request For Proposals (RFP) - B.13, B.14, B.15</b>  <b>Mobilizing funding at scale, RFP - B.13, B.14, B.15</b>  <b>Completion of the Approvals Process (B.07/03) - B.13</b>  <b>Decision making in the absence of consensus (B.12/11) - B.13, B.14, B.15</b>  <b>Decision making in between meetings (B.12/12) - B.13, B.14, B.15</b></p>		
	<p>Finalize the operationalization of the three independent accountability units, including providing sufficient staff and</p>		<p><b>Heads of the accountability units (B.10/05) / (B.10/05 (j)) - B.13</b>  <b>IU [Approval of Work Programme and Budget] - B.14, B.15</b></p>	<p>Continue to support the Appointment Committee while this matter is under consideration with the aim to conclusion by B.13, and also prepare related documents for Board consideration.</p>	<p>OGC</p>

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	resources to carry out their duties		<b>IEU [Approval of Work Programme and Budget] - B.15</b> <b>IEU [Approve evaluation policy &amp; three-year rolling evaluation work plans] - B.15</b> <b>IRM [Interim arrangements related to actors seeking redress (B.11/11(j)(vii))] - B.13</b> <b>IRM [Approval of detailed guidelines and procedures for the independent redress mechanism] - B.15</b> <b>IRM [Approval of work plan and budget] - B.15</b>		
	Review the role and structure of panels and groups that provide independent advice to the Board to ensure that they remain complementary to the role of the Secretariat, while also ensuring that Panels and Groups have the necessary resources and expertise to complete their duties to the highest level		<b>Committees, panels and groups (B.11/08(d)) [Review] - B.14, B.15</b> <b>Standing Appointments Committee (B.12/08) - B.13, B.14, B.15</b> <b>Code of Conduct- Accreditation Panel (B.07/02 (g) Annex V: ToR of the Fund's Accreditation Panel (14)) - B.13</b> <b>Independent Technical Advisory Panel (ITAP) (B.10/09 (d) (i)-(iii) [Review] - B.13, B.14</b>	Support panels and groups, and on-going discussions.  Develop the terms of reference for the review of the TAP for consideration of the Board in 2017.	OGC (with input from all other divisions)
	Strengthen the role of NDAs by providing sustained support through the Readiness Programme and facilitate the dialogue between NDAs and		<b>Strategy on Accreditation (B.10/08(r) / B.12/21) - B.13, B.14, B.15</b> <b>Communications Strategy -B.13</b> <b>Project Preparation Facility</b>	Continue to organize similar events that help countries to identify best quality projects/programmes and develop their country programmes	CPD/ Comms

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	AEs by more closely defining their respective roles (including vis-à-vis the Fund) and by offering a platform for knowledge sharing and a marketplace for ideas		<b>(PPF) (B.12/25)</b> - B.13, B.15 <b>Country Ownership Guidelines (B.10/10 (d)/B.12/32 (i))</b> - B.13 <b>Readiness Programme B.11/04 (e) / (B.11/04 (h) / B.08/11 (h)/B.12/32)</b> [Presentation of proposal of activities to be support for accredited direct access entities (B.12/32 (h)) - B.13		
	Assess whether the role of the interim trustee should be enhanced to facilitate the administrative execution of funding decisions		<b>Interim Trustee review and other trustee matters (B.08/22(b)(i)) / (B.08/22(b)(iii)(iv)) [Presentation of the review of the interim Trustee]</b> - B.13, B.14 <b>Interim Trustee review and other trustee matters (B.08/22(b)(i)) / (B.08/22(b)(iii)(iv))</b> [Adoption of the open competitive bidding process for the selection of the permanent Trustee] - B.15	Based on the results of the Interim Trustee review, the TOR of the Permanent Trustee, including the administrative execution of funding decisions, will be considered and presented to B15 for adoption.	DSS