



GREEN
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Implementation of the Strategic Plan: 2017 report

Summary

This report reviews the implementation of the initial Strategic Plan for GCF over 2017. It considers progress made by GCF, lessons learned and how GCF may seek to align its planning priorities in order to address emerging gaps and opportunities.

The report is intended to be read in conjunction with the report on the activities of the Secretariat, which sets out more detailed information on progress made by the Secretariat in 2017, and the respective work programmes of the Board and Secretariat, which detail operational priorities for 2018.

I. Introduction: Strategic Plan for the Green Climate Fund

1. At its twelfth meeting in March 2016, the Board endorsed an initial Strategic Plan for the GCF (hereafter referred to as the Strategic Plan) to guide the Board in addressing policy gaps and programming GCF resources for the initial resource mobilization (IRM) period of 2015 to 2018.¹
2. Building on the mandate of GCF set out in the Governing Instrument for the GCF, the Strategic Plan set out a **Strategic Vision for GCF** as follows:
 - (a) Promoting the paradigm shift towards low emissions and climate-resilient development pathways in developing countries, including through the following:
 - (i) Financing innovative and ambitious projects and programmes, that can be scaled up, replicated and/or can lead to fundamental changes in behaviours and investment patterns;
 - (ii) Programming resources at scale while seeking to maximize impact, balance allocation between mitigation and adaptation, and focus on support for the most vulnerable;
 - (iii) Ensuring full country ownership;
 - (iv) Ensuring transparent and inclusive procedures; and
 - (v) Crowding in and maximizing the engagement of the private sector; and
 - (b) Supporting the implementation of the Paris Agreement within the evolving climate finance landscape, by building on the comparative advantages of GCF and operating in coherence with existing climate finance institutions.
3. Five **Operational Priorities** were set to guide GCF operations for the 2015–2018 period, with a particular view to balancing the Board’s ambitions to getting GCF off the ground and scale up swiftly, without compromising ambition, transformation and country ownership:
 - (a) Scaling up GCF investments;
 - (b) Maximizing impact;
 - (c) Programming and investing the full amount pledged for 2015–2018;
 - (d) Responding to developing countries’ needs and priorities, including by enhancing country programming and direct access;
 - (e) Communicating GCF ambitions and operational modalities to enhance access.
4. The **Action Plan** set out key strategic measures to implement the Strategic Vision and Operational Priorities, as follows:
 - (a) Prioritizing the development of a pipeline of country-driven, high-impact projects and programmes, in particular through enhanced readiness support and engaging national designated authorities (NDAs) and accredited entities (AEs);
 - (b) Strengthening the proactive and strategic approach of GCF to programming;
 - (c) Enhancing accessibility and predictability;
 - (d) Maximizing the engagement of the private sector; and
 - (e) Building adequate institutional capabilities.

¹ Decision B.12/20.

5. The Board endorsed the Strategic Plan as a living document, intended to guide GCF as a continuously learning institution. The Board also expressed its intention to review the Strategic Plan as part of each replenishment process, taking account of evolving priorities, including guidance of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC).

II. Report on progress for 2017

2.1 Overall progress of GCF operations

GCF operations have matured since the endorsement of the initial Strategic Plan

6. The initial Strategic Plan was developed in the context of the IRM and rapid operationalization, and with a view to guiding the initial phase of GCF operations, in particular a start to programming resources at scale.

7. As at the end of the 2017, GCF has successfully demonstrated its programming capabilities, with a portfolio of 53 projects committing USD 2.64 billion in GCF resources to realize USD 9.2 billion in total investment. Eighteen of these projects are under implementation, committing around USD 600 million of GCF resources and receiving over USD 150 million of scheduled disbursements, and helping to support low-emission, climate-resilient development pathways in developing countries.

8. Over the course of 2017 GCF moved to a more mature phase of operations, with an increasing focus on the quality and impact of projects and the delivery of results, alongside the scale of programming. The experience of the Board and Secretariat in managing GCF operations over this period and advancing GCF strategic priorities has also provided insight into where directional adjustments have been needed to respond to operational challenges. Observations in this report reflect insights from the collective experience of GCF, including Board deliberations and decisions, policy papers and reports, consultations with countries, NDAs and other stakeholders, and the daily work of the Secretariat.

The Strategic Vision remains durable, but Operational Priorities have been recalibrated

9. The Strategic Vision set out in the initial Strategic Plan remains an active and durable reference point for GCF operations. As referenced in the Strategic Plan, the high-level guidance set out by the Board therein has been linked to the Secretariat's successive work programmes, and remain a key reference point for GCF policy, guidance and communications. However, below the level of the Strategic Vision, GCF lived experience has seen some recalibration of its Operational Priorities, as evidenced by recent decisions of the Board and priorities set out in the GCF 2018 work programmes. These are detailed below.

2.2 Scaling up GCF investments

GCF has delivered investments at scale and programming for the Initial Resource Mobilization is on track

10. In the initial Strategic Plan, the Board anticipated a rapid scaling-up of programming, with an aspirational annual target of USD 2.5 billion in funding approvals for 2016 and 2017, and the initiation of replenishment by the end of June 2017.

The lived experience of GCF has delivered a more gradual and steady increase in Board and Secretariat capacity to programme at scale. GCF committed around USD 1.5 billion to funding

proposals over four meetings of the Board in 2015–2016, and another USD 1.2 billion over two meetings of the Board in 2017. With a substantially increased number and financing volume of funding proposals due to be presented at the first meeting of the Board in 2018, GCF is positioned to continue scaling up its investments and remain on track to programme and invest a substantial proportion of the amount pledged for the IRM by the end of 2018.

Experience programming at scale has highlighted the need for business model corrections

11. Initial programming experience has, not unexpectedly, revealed gaps and bottlenecks in GCF policy settings. In parallel with work on programming, it has been important for both the Board and the Secretariat to reserve bandwidth to address essential policy matters and make necessary mid-course corrections to GCF business model.

12. In 2017, the Board took critical decisions at its seventeenth and eighteenth meetings to update the project approval process and adopt a simplified approval process (SAP). Implementing these processes will be a GCF focus through 2018. The Board also enhanced the GCF risk management framework and adopted the Anti-Money Laundering and Countering the Financing of Terrorism Policy.

13. In 2018, increased Secretariat capacity, the growing number of Accredited Entities (AEs), including direct access entities (DAEs), and streamlined processes such as SAP are all likely to contribute to a steady increase in the volume of funding proposals submitted to GCF. Further policy and strategic guidance may be needed to strike a longer-term balance between scale and other qualitative aspects of the GCF Strategic Vision, such as portfolio balance, country ownership, direct access and private sector engagement. The implications of this for the GCF business model, including the accreditation framework and aspects of the investment and results frameworks, may be further considered as part of Board reviews in 2018.

2.3 Maximizing impact and country ownership

Further work is needed to maximize impact and strengthen quality

14. The Strategic Plan stressed that the rapid upscaling in GCF operations should not compromise the pursuit and support of ambitious, country-driven transformative action towards low-emission, climate-resilient development. Recent Board deliberations have identified addressing the quality of GCF projects and programmes as an area that requires greater attention. The Board initiated dedicated work to address policy gaps in the consideration of funding proposals at the seventeenth meeting of the Board, and work to strengthen quality will continue to be a central focus of the Secretariat's work programme for 2018.

Country programming for pipeline development is a work in progress

15. Country programming and targeted upstream engagement are two areas identified in the Operational Priorities and Action Plan as material to maximizing impact, prioritizing pipeline development and delivering responsiveness to developing countries' needs. Work in this area has been ongoing, but GCF has not yet realized the full aspirations of its Strategic Plan.

16. At its seventeenth meeting, the Board adopted the updated the project and programme activity cycle, which highlighted the submission and compilation of country programmes, the submission and compilation of accredited entity work programmes and structured dialogues as the first step in originating quality funding proposals.

17. Country programmes present an overview of a country's national context, policy framework and plans (e.g. nationally determined contributions, national adaptation plans, nationally appropriate mitigation actions, etc.), and summarize their respective climate action agendas. They also include a pipeline of projects or programmes that the country would like to undertake with GCF, aligned with GCF strategic impacts, investment criteria and operational modalities.

18. During 2017, the Secretariat continued its work to support the development of a pipeline of country-driven, high-impact projects and programmes. The Secretariat accelerated the deployment of readiness support in response to country requests, engaged directly with a range of NDAs and AEs to progress country briefs and work programming, and conducted structured dialogues in Asia, Eastern Europe/Central Asia, the Caribbean and the Pacific. The consolidated country work programmes are separately reported to the Board.

19. A preliminary review of progress shows only partial uptake of GCF country programming to date. Two country programmes have been finalized. Country programme briefs have been more limited exercises, often lacking long-term strategic outlook or prioritised project concepts. There has been relatively little overlap between project ideas identified in briefs, and those developed in AE work programmes and submitted to the Board.

20. Further work will be needed on country programming over the long-term to achieve more strategic prioritisation of action, clearer articulation of readiness needs, stronger climate baselines, coherence with AE programming, and complementarity with other support. This exercise will necessitate buy-in and collaboration among GCF, countries and AEs.

Readiness, country engagement and programming will be elevated priorities in 2018

21. Under its 2018 work programme, the Secretariat will bring a redoubled focus to country programming, engagement and readiness. The Secretariat will be utilizing its additional capacity to sharpen, at the front of the project cycle, the Readiness and Preparatory Support Programme to ensure that it is truly country-driven, focused on building enduring capacity and responsive to countries' specific needs, and results-oriented.

22. In addition, the Secretariat proposes to target strategic engagement with at least 20 countries. This will aim to demonstrate the full value of directing readiness support towards the participatory development of country programmes with clear climate baselines and clearly articulated project/programme priorities, and engaging AEs in developing and advancing the implementation of nationally owned projects ideas.

23. In parallel, the Board will review the Readiness and Preparatory Support Programme based on both an initial Secretariat review and a more comprehensive evaluation by the Independent Evaluation Unit. This review will provide an opportunity to consider the efficacy of current approaches in responding to developing countries' needs and promoting the development of a pipeline of country-driven, high-impact projects and programmes. It may also provide the opportunity for further strategic guidance to highlight the priority placed by GCF on strategic country programming, and the importance of collaboration to deliver this.

Focus on proactive entity work programming and direct access support will continue

24. In line with the Operational Priorities and Action Plan, in 2017 GCF also continued to pursue a proactive and strategic approach to entity work programming, engaging a range of AEs on forward pipeline development. The consolidated entity work programmes are separately reported to the Board. GCF also committed dedicated support to DAEs, through Board guidance to facilitate an increase in proposals from DAEs, readiness support and direct Secretariat assistance. The Secretariat convened a "Direct Access Week" in May, and a "Direct Access Day"

at COP23, to facilitate a peer-to-peer exchange among DAEs. For the first time, by year end, the number of DAEs exceeded the number of international AEs (32 of 59).

25. The focus on entity engagement, and in particular support for DAEs, will continue to be a top priority under the Secretariat's 2018 work programme. Cross-divisional teams will participate in a new initiative targeting direct support at a minimum of 15 DAEs to develop their work programmes, with impactful projects that align with both country programmes and GCF goals. This work will include enhancing support through the Project Preparation Facility. The Secretariat will also target pipeline engagement with at least 10 international AEs.

Requests for proposals have had varying results as vehicles for pipeline development

26. In 2017, the Board issued two requests for proposals: USD 500 million for mobilizing funds at scale (MFS), and USD 500 million for REDD-plus results-based payments, the culmination of years of work to operationalize COP guidance on results-based payments. These were in addition to the Enhanced Direct Access (EDA) pilot programme (USD 200 million) and the Micro-, Small and Medium-sized Enterprise programme (USD 200 million) issued in 2016.

27. Responses to the requests for proposals (RFPs) have been mixed, reflecting their experimental nature. More than 16 EDA concept notes or proposals have been submitted so far, but only one project has been approved to date under the EDA pilot. The MFS RFP was vastly oversubscribed, attracting 350 concept notes. Both RFPs provided good opportunities to better understand GCF interaction with stakeholders; for example, lessons learned from the EDA RFP strengthened the development of SAP. Funding proposals from MFS and REDD-plus RFPs will start coming to the Board during 2018. Assessing the proposals generated from these RFPs will provide valuable opportunities to further evaluate the strategic role to be played by RFPs in complementing GCF pipeline development.

There is greater potential for complementarity and coherence with other financial sources

28. The Strategic Plan includes an Action Plan item calling on GCF to look at opportunities to add value by co-financing projects and programmes with the Global Environment Facility, the Adaptation Fund or multilateral development banks. In practice, the Board has already approved a number of projects with co-financing, parallel financing or scaling up experiences from other climate finance delivery channels. In 2017, the Board also strengthened policy on complementarity and coherence, adopting an operational framework at its seventeenth meeting, and there are ongoing efforts to explore options to harmonize climate finance with other funds.

29. There is a potential for GCF to continue strengthening its work with climate finance delivery channels in 2018, both through Secretariat-level cooperation on programming and country engagement, and through Board decisions, such as on the development of a co-financing policy. The goal of such collaboration could extend beyond that contemplated in the Strategic Plan, which was to enable a more rapid scale-up of GCF investments. Further strategic guidance could help to better define the unique position of GCF in the climate finance landscape, as well as how GCF will work in complement with other financing institutions, helping countries to better navigate when and how to approach different financing institutions, as well as simplifying access.

Further strategic guidance will help GCF to reach its full potential as competition grows

30. An overall takeaway from the above review of progress is that issues surrounding portfolio quality are reaching a tipping point within GCF, with further strategic and policy guidance having a key role to play in balancing scale and impact as GCF moves forward.



31. Since the initial Strategic Plan was adopted, demand and competition for GCF resources have grown significantly, and will grow further into the future. This sharpens the strategic choices facing GCF: to strive to continue working in the same manner through a continuously expanding pipeline of projects and programmes, or provide more guidance to improve both the quality of projects upon entry and the selection of the most appropriate proposals for Board consideration – allowing GCF to reach its full potential.

32. Going forward, GCF may seek to give a clearer understanding to stakeholders on what it is looking for by way of climate impact, paradigm shift, country-drivenness and portfolio balance, helping to build a sense of the comparative advantage of GCF and the types of barriers and risks it can most helpfully address. Further direction across areas such as eligibility criteria, results area guidance, indicative minimum benchmarks, project performance reviews and results management can help to shape portfolio quality. Specific further guidance, for example on adaptation, in parallel with GCF support for national adaptation planning and adaptation financing strategies, will also be important in achieving portfolio balance between mitigation and adaptation. GCF could consider looking in further detail at market gaps to identify where there is the greatest potential and need for GCF support to deliver transformational change. The Board will have the opportunity to review a number of these policy directions in 2018, and when it updates the GCF Strategic Plan.

2.4 Enhancing accessibility and predictability

GCF is still building its presence and understanding of its mandate and processes

33. The Strategic Plan recognizes the importance of enhancing accessibility and predictability of access to GCF resources, through direct engagement with a wide range of stakeholders, maintaining visibility in international forums, minimizing the transaction costs of dealing with GCF, and proactively communicating to build an understanding of GCF operations and processes. Two years in, the mandate, business model and operating processes of GCF are still not broadly or well understood – in part because they are still in a state of flux, and in part due to limited internal GCF capacity to keep stakeholders abreast of practice.

34. Beyond work on programming, NDA and AE engagement, and adjustments to the project review and approval process, discussed above, in 2017 GCF undertook several initiatives to improve accessibility and predictability. GCF engaged in a wide variety of international forums, including COP23 and meetings of the UNFCCC thematic bodies, the One Planet Summit, Climate Week, World Water Week and other multilateral, regional and bilateral meetings to broaden understanding of the mandate and approach of GCF. The GCF website was enhanced, and factsheets and guidance such as “GCF 101” were developed as introductory briefing materials.

35. GCF also took measures to improve operational guidance and transparency: developing a simplified concept note template; issuing guidance for SAP; updating the Readiness Guidebook; drafting an operations manual; delivering Board guidance on enhanced country-ownership; launching the manual on mainstreaming gender in GCF projects; developing the annual performance report template; taking steps to improve data quality; and consulting to develop/update key GCF policies, including those on gender, indigenous peoples, environmental and social safeguards, and risk guidelines for funding proposals.

36. To increase transparency, GCF began the online publication of concept notes and Secretariat and the independent Technical Advisory Panel reviews of funding proposals, and test-launched new online NDA and AE portals, to be rolled out in 2018. The Secretariat also helped to establish a prototype knowledge-sharing and volunteering platform, the Direct Climate Action Platform (DCAP), to enhance peer exchange.

GCF is set to increase communications, engagement and outreach capacity in 2018

37. GCF continues to actively seek feedback, through surveys and direct engagement with countries, AEs and other stakeholders, to understand where further efforts to enhance accessibility and predictability are most needed. In line with its work programme and planned increase in staffing, in 2018 GCF will allocate additional capacity to a number of areas.

38. More staff will be dedicated to country dialogue, entity engagement and readiness, establishing more systematic relationship management and targeting improved responsiveness to country/entity requests. There will also be increased staffing of project review and implementation functions. A new Division of External Affairs will be responsible for strengthening communications and outreach, working across the Secretariat to deliver simpler, clearer guidance on GCF programmes, operating processes and results. And GCF will continue to integrate best practice approaches to gender and multi-stakeholder engagement.

Improving accessibility and transparency in the project review process

39. In 2017, the Secretariat took steps to develop online password-protected dashboards for AEs and countries, aiming to provide access to the first version of these dashboards to all AEs and countries in early 2018. This will present the status of concept notes and funding proposals submitted, within the processing cycle of the Secretariat, as well as information on approved projects such as the status of the funded activity agreements and disbursements. The Secretariat also undertook a significant exercise in data cleaning, clarifying with AEs and countries the status of submitted concept notes and funding proposals, and checking data confidentiality. Once concluded in mid-2018, this work can underpin the development of public portals to improve transparency, data accuracy, and ease of access to information for a wide range of stakeholders.

Partnerships can provide a valuable avenue to expand GCF expertise and reach

40. Within its current business model – working through others for implementation, a lean Secretariat and limited regional presence – GCF is likely to remain under pressure to meet expectations on access. One avenue for overcoming these limitations, not specifically identified in the Strategic Plan, is to grow the GCF network of strategic partners.

41. At its heart, GCF relies on a partnership model for the execution of its business, both readiness and funding. There is an opportunity for GCF to adopt a more strategic approach in this area. This could focus on cultivating partnerships that fill strategic gaps in expertise, extend the reach of GCF, help to deliver more structured support to countries and DAEs, and are value-aligned with GCF and its country-driven mandate.

42. Further attention could also be placed on ensuring that partners have the most up-to-date information and training on GCF goals and procedures, and that they are appropriately representing GCF in their own external communications. With this investment and as GCF builds a track record, peer-to-peer learning can also become a key tool for enhancing accessibility and predictability, through sharing knowledge of best practice and lessons learned. Further consideration could be given to these issues in future strategic guidance.

2.5 Engaging the private sector

GCF is generating growing private-sector interest and establishing a track record

43. The Strategic Plan identifies crowding-in and maximizing private-sector engagement in GCF financing as a key strategic priority, recognising the critical role private finance will play in

the paradigm shift towards low emissions and climate-resilient development. Through its Private Sector Facility and Private Sector Advisory Group (PSAG), GCF is generating growing private sector interest and establishing a track record of working with the private sector to unlock broader financing for mitigation and adaptation in developing countries.

44. As of 2017, GCF has supported a total of 14 private-sector projects, including 5 with private sector direct access entities. Private sector projects represent around 50 per cent of the GCF portfolio by value. As noted above, GCF also received an overwhelming response to the MFS RFP, attracting some 350 concept notes. The Secretariat has shortlisted the best 30 concept notes, which will generate a strong pipeline of private sector projects for Board consideration, both through the RFP and regular funding windows, in 2018.

45. Work will continue in 2018 on priorities identified in the Action Plan. This includes the development of a private sector outreach plan, that will expand the upstream engagement the Private Sector Facility has had with countries and entities to date; an analysis of specific barriers and opportunities to catalysing private sector investment in small island developing States and the least developed countries; and work on opportunities for private-sector engagement in adaptation finance.

Policy adjustments may be needed to capture the full benefit of private-sector engagement

46. Experience with private-sector engagement to date has also reinforced some of the policy recommendations of the PSAG as captured in the Strategic Plan. There remains a need to strengthen dedicated capacity in the Secretariat, with the ability to develop and evaluate private sector projects with a view to GCF goals; assist in strengthening country ownership; as well as build greater market knowledge and economic expertise to gauge the broader impact of GCF interventions. Accreditation procedures for private-sector entities should also be reviewed with a view to achieving better synchronicity between private sector investment approaches and GCF processes. Exploring new approaches may help to unlock broader benefits of private-sector investment for countries, including in underrepresented areas such as adaptation. Further development of the private-sector portfolio through 2018 will generate greater insight and experience to inform future strategic plans.

2.6 Building institutional capabilities

Institutional capabilities have increased during 2017 and will continue to strengthen in 2018

47. The implementation of the Strategic Plan depends ultimately on GCF having adequate institutional capabilities to administer its mandate. During 2017, GCF has taken significant steps forward in this regard, further regularising Board deliberations and the consideration of funding proposals, and enhancing Secretariat capabilities with growth from 80 to 140 staff and a further increase to 250 staff approved at the eighteenth meeting of the Board. At the same meeting, the Board also adopted the respective 2018 work programmes of Board and Secretariat. The three independent accountability units have been established and are operational.

48. With respect to the efficiency of Board processes, the Co-Chairs will continue consultations on many matters related to Board decision-making, including decision-making without a Board meeting and decision-making in the absence of consensus. The Board is also scheduled to consider the terms of reference for the review of committees, panels and groups, and will consider a review of the effectiveness of the independent TAP. The Board is finalizing the terms of reference and the competitive procedure for the selection of a Permanent Trustee.

2.7 A forward focus on delivery and results

Effective implementation and results management have become core operational priorities

49. As noted at the outset, GCF operations have now matured to a point where the quality of implementation and delivery of results represent core operational priorities alongside those identified in the initial Strategic Plan. The timeliness of GCF processes, including the execution of relevant implementing arrangements and disbursements, as well as evidence of the results of GCF investments, have emerged as important areas of concern for stakeholders and will represent key strategic areas of accountability for GCF in the future.

50. In 2017, the Secretariat accelerated its work on implementing arrangements, with 41 of 59 accreditation master agreements concluded at year end, as well as funded activity agreements for 25 projects. In 2018, the Secretariat will continue to look at ways of streamlining and expediting post-approval processes, as well as strengthen the Portfolio Management Unit, which is responsible for project implementation post-first-disbursement, as well as monitoring any changes as projects and programmes move through implementation.

51. The year 2018 will also bring a stronger focus on results, with the Secretariat working to fully implement GCF results management framework, including through processing the first round of reporting by AEs through annual performance reports and preparing the first annual portfolio performance report. GCF operations are reaching the stage when evaluations of key programmes and approaches will play an important role in assessing GCF performance, and identifying areas where the Strategic Plan and underlying business model may need to be recalibrated for success in the future.

52. These lessons will also be important when GCF participates throughout 2018 in the Talanoa Dialogue and other processes under the UNFCCC to take stock of the current state of implementation of climate action, and prepare for the implementation of countries' nationally determined contributions. GCF will support the implementation of the Paris Agreement through its Strategic Plan, as determined by the Board at its thirteenth meeting.

III. Recommended action by the Board

53. The Board is requested to take note of the information presented in this document, including the action that will be taken under the respective 2018 work programmes of the Board and the Secretariat to advance implementation of the Strategic Plan.

54. The Board may also wish to reflect, in the execution of its 2018 work programme and consideration of future updates to the Strategic Plan, Operational Priorities and Action Plan, on the following opportunities to realign strategic priorities to match evolving experience:

- (a) **Formalising a wider-ranging set of operational priorities to match the maturing state of GCF operations, including:**
 - (i) Elevating the focus on quality and impact, alongside ongoing scaling up of programming;
 - (ii) Strengthening operational priorities focused on implementation, delivery and results;
 - (iii) Further defining the position of GCF in the climate-finance landscape and complementarity with other financing institutions; and
 - (iv) Expanding strategic partnerships to enhance GCF operations and reach;

- (b) **Strengthening strategic guidance and investment policy to better realize the potential of GCF to deliver climate impact, paradigm shift and country driven-ness, including:**
- (i) Reinforcing the key role of country programming in strategic pipeline development;
 - (ii) Elaborating GCF investment and results frameworks to give more guidance on the types of projects and programmes GCF will support as demand for resources grows; and
 - (iii) Looking at market gaps to identify where there is the greatest potential and need for GCF support to deliver transformational change; and
- (c) **Evaluating the performance of GCF and stress-testing the robustness of the business model and policy settings**, across areas such as project accreditation, project review, private-sector engagement and the results of requests for proposals.
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