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FUND**

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# Report on the activities of the Secretariat

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## Summary

This report provides an overview of progress against the 2022 Secretariat Work programme, structured as follows:

- (a) The executive summary highlights key outcomes and Secretariat observations on the delivery of the annual work programme;
- (b) Annex I presents progress against the key performance indicators in the work programme and a snapshot of activities conducted to support their delivery;
- (c) Annex II presents a summary of comments received during the third sector guides batch consultation;
- (d) Annex III presents progress on the implementation of policies approved during the first replenishment period, in a standardized format;
- (e) Annex IV contains the summary of requests the Secretariat received from the Board;
- (f) Annex V contains the current list of Memorandums of Understanding in effect.

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## I. Executive summary

1. This report on the activities of the Secretariat provides a summary of notable areas of progress made by the Secretariat in implementing its 2022 Work Programme, indicating where there are on-going tensions in work programme implementation, including dependencies on factors outside of Secretariat control. Annex I also provides a more detailed account of the status of the 2022 key performance indicators. The report covers the timeframe 1 January – 31 May 2022.

2. The 2022 Work Programme builds on many of the streams of work delivered under the Secretariat's 2021 programme and budget and it does so within the significant context of being the first Secretariat work programme developed after the Board's endorsement of the GCF Updated Strategic Plan for 2020-2023 (USP), which established new programming goals, strategic and institutional priorities for the first replenishment period (GCF-1). This is a work programme that aims to equip the Fund for delivery through the second half of GCF-1, by responding to the Board's ambitions and aligning as much as possible with the directions set out in the USP. Most notably it introduces a key new GCF-1 priority of beginning preparations for a successful second replenishment cycle.

3. The 2022 Work Programme contains six priorities and related performance metrics:

- (a) Supporting origination of country-driven, paradigm-shifting investments and enhancing direct access;
- (b) Project development and appraisal to build a USP-aligned, impactful GCF portfolio;
- (c) Management of portfolio implementation for results and knowledge;
- (d) Supporting the Board and helping to advance consolidation of the GCF policy and governance frameworks;
- (e) Facilitating access and accelerating implementation by improving process efficiency, effectiveness, transparency, and speed of delivery; and
- (f) Consolidating institutional capacity, culture and performance in preparation for the GCF second replenishment.

### 1.1 Supporting origination of country-driven, paradigm-shifting investments and enhancing direct access

4. The Secretariat continued to take advantage of improved global travel conditions to advance in-person programming engagements. Two programming missions to the Pacific and the Caribbean took place at the start of the year, and a second Caribbean Technical Dialogue was organized on the side lines of the thirty-second meeting of the Board (B.32). The dialogue advanced discussions initiated during the first virtual dialogue held in March and an action plan was agreed, covering advancing the remaining 11 country programmes; encouraging greater South-South cooperation and knowledge exchange; and fostering greater collaboration among accredited entities (AEs) and direct access entities (DAEs) to prioritize under-served GCF thematic areas that were recognized as regional priorities, including health, water and energy. The reporting period also saw progress on advancing regional DAEs' entity work programmes, with three more endorsed, contributing to the total of seven since the start of GCF-1. Some progress was also made on country programming, particularly in Asia. Nonetheless, the Secretariat continues to receive feedback from countries that, because country programmes do not have a formal role in the proposal approval process, there is a lack of incentive to focus attention on these tools.

5. Work also advanced on re-organizing the Readiness Programme under a Readiness Action Plan (RAP) that was kick-started at the start of the year. The objective of the RAP is to enhance the efficiency, effectiveness, and relevance of the Readiness Programme and identify untapped opportunities for further streamlining and simplifying process for a faster access. Results to date include: the development of a draft Readiness Standards Handbook and a diagnostic of current Readiness systems, processes, and data. In parallel, the Secretariat has established an origination taskforce that aims to further orient current Readiness support and country and entity programming efforts towards supporting the origination of high-quality paradigm-shifting proposals in alignment with the GCF mission and USP goals. The results of the RAP will be codified in an updated operational Readiness Programming Manual and Operational Manual during the second part of the year.

6. The year to date saw 35 new Readiness proposal approvals and 141 countries are now accessing Readiness support. In line with historical trends, proposal submission and approval are expected to pick up towards the end of the year. In anticipation, the Secretariat is developing a proposal for additional Readiness budget allocation for 2022-23 to meet this demand. The paper is being prepared for Board consideration at B.33. Covering the remainder of GCF-1, the proposal builds on the current strategy and embeds opportunities for enhanced impact and access in each of the existing impact areas. These opportunities reflect the experience gained to date.

7. The Secretariat is observing growing challenges in relation to readiness implementation. More extension or amendment requests were received from Delivery Partners in the first five months of the year than originally anticipated for the entire year. The Secretariat also continues to observe a great variety in the quality of implementation reports submitted, a limited uptake of technical feedback from DPs and delays in the submission of Completion Reports. Altogether this is signalling some persisting challenges in Delivery Partners' capacity to govern implementation in line with planned timelines and standards. Building on the recently developed Readiness Results Management Framework, the Secretariat is using these implementation lessons to strengthen new proposals pre-approval. In parallel it is also considering opportunities for providing further capacity building to NDAs and DPs for the full rollout of the results framework to standardize output monitoring and improve reporting.

## 1.2 Project development and appraisal to build a USP-aligned, impactful GCF portfolio

8. At the first two meetings of the Board in 2022 (B.31 and B.32) the Board approved an additional USD 512.9 million in funding proposals. Programming volumes for B.31 and B.32 were lower compared were the average volumes per Board meeting in 2021 due to comparatively less commitment authority available. In total the Secretariat has submitted nine funding proposals worth USD 913 million for review by the independent Technical Advisory Panel in 2022, most of the funding (78%) being for adaptation. A proportion of this pipeline is either still under review or has been impacted by changes in accreditation terms. In line with its GCF-1 financial plan, the Secretariat has been working to frontload contributions scheduled for December 2022 to ensure an adequate pipeline flow throughout 2022. Thanks to these efforts, it is projected that GCF will have commitment authority to fund approve up to USD 1.3 billion of funding proposals at B.34. This would result in a total funding proposal commitment of nearly USD 2.2 billion for 2022, which falls within the range of the 2022 programming targets of USD 1.77 – 2.4 billion.

9. Meeting the USP portfolio goals and strategic objectives continues to remain dependent on ensuring the quality of proposals at pipeline entry, and the Secretariat further advanced its work to support origination and facilitate access to GCF resources. The GCF project appraisal guidance was finalized during the reporting period together with all its subsidiary tools,

including the Investment Criteria Scorecard, the Innovation and Additionality Tool, a Concept Note Checklist, the Grant Equivalent Calculator and the SAP Toolkit, as well as Climate Guidance, and Economic and Financial Analysis Guidance.

10. In parallel, the last batch of sector guides covering Energy Efficiency and Climate Information and Early Warning Systems were released for consultation in May and technical sessions were organized at the start of June. This means all the ten sector guides planned for have now been finalized for consultation. All of these tools and resources will be published on the GCF website by the end of June, in order to enable partners to self-appraise their proposals using the same tools as the Secretariat.

11. This unprecedented level of transparency is expected to facilitate access to GCF resources by (i) developing the capacity of partners to meet GCF programming needs; (ii) empowering them to challenge the Secretariat appraisal using a common set of tools; (iii) improving quality at pipeline entry and reducing the number of iterations between AEs and the Secretariat on any one funding proposal. There are on average 2.5 rounds of iterations between AEs and the Secretariat per funding proposal.

### 1.3 Management of portfolio implementation for results and knowledge

12. Portfolio implementation advanced at a steady pace and the implementation rate has remained just under 82 per cent, exceeding the annual target. Cumulative disbursements also reached USD 2.6 billion. With most of the portfolio under implementation and fewer projects approved in 2022 there has consequently been less progress in the conclusion of legal agreements than expected. The Secretariat is also seeing an increasing number of AEs requesting deadline extensions for FAA funded activity agreement effectiveness, due owing to: (i) changes in project structures or national political landscapes, and (ii) a previously mandatory requirement to provide English translations for subsidiary agreements. A recent Secretariat management decision provides more flexibility on the timing and requirement of providing translations, seeking to alleviate current demands on AEs. The new procedure applies to all FPs funding proposals approved from B.32 onwards.

13. Adaptive portfolio management also continues to require substantial Secretariat bandwidth with funded activity amendment requests received on an on-going basis. Portfolio management systems have been strengthened through additional automated modules and the Secretariat added an internal risk and performance assessment module as part of the Portfolio Performance Management System (PPMS). The module provides a better way to manage the collection of project risk and performance data across interdivisional review teams in order to facilitate the analysis and reporting of implementation risks and performance. Through its review of implementation reports, the Secretariat has also captured evidence-based results. Findings from implementation, monitoring and evaluations identified some risk flags that are potential early warning signals for problematic projects. These relate to, among other things, (i) the impact of the COVID-19 pandemic on supply chains, procurement of goods and services as well as cost increases of construction equipment; (ii) changes in government officials and priorities due to elections impacting the signing off of key project activities; and (iii) operational issues relating to delays in setting up project management units.

14. In complement to portfolio management efforts, a series of initiatives have been taken to strengthen GCF risk management and project integrity risk systems, including the development of the next generation Risk Management Framework 2.0. First steps undertaken include a review of the current risk register, risk appetite statement and risk dashboard. The new risk register captures both project and institutional risks. Project risks are organized along the project cycle stages.

15. Findings from this exercise will inform the development of an institution-wide risk assessment framework and the full rollout of risk control self-assessment tools across key business processes. The organization of project risks along the project cycle stages should facilitate the risk control self-assessment by programme divisions; themselves organized along the project cycle stages.

#### 1.4 Supporting the Board and helping to advance consolidation of the GCF policy and governance frameworks

16. In support for the fourth priority under the 2022 Work Programme, the Secretariat led a series of onboarding sessions at the start of the year to familiarize new advisers and new members and alternate members of the Board with the current status of GCF operations, key strategic planning, programming and policy frameworks and top priorities for the year ahead. In addition, the newly developed Board Portal has been fully operationalized to enable quicker Board access to essential GCF-wide information. It is now being further developed to standardize the format and frequency of information being provided to the Board.

17. The Secretariat continued the development of outstanding policy mandates under the 2020-2023 Board Workplan in anticipation of B.31 and B.32 publication. Following a series of consultation processes and technical sessions, notable progress was made at these two meetings, with six policy mandates concluded: one Committee-led, the “Updated Accreditation Framework” (B.31); two Secretariat-led policies, the “Updated Simplified Approval Process”, and the “Private Sector Strategy” (B.32); and three Co-Chair mandates: “General guidelines for the operation of Board committees”, “Guidelines to determine in which cases decisions without a Board meeting may be requested” and “Next steps in the event that a Board member is unable to join consensus regarding the outcome of the balloting procedure” (B.32).

18. However, several policy and operational matters are currently put on hold because the Board’s Risk Management Committee (RMC) has not yet been constituted. Specifically, the Secretariat has finalized a “Policy to minimize the effect of currency fluctuations” for Budget Committee (BC) and RMC consideration and it is awaiting the RMC to be in place before advancing it for Board consideration. Even more significantly, the processing of re-accreditation applicants also depends on RMC clearance and if these processes are delayed beyond B.33 is likely to impact future programming, including the B.34 pipeline.

19. In line with USP and BWP mandates the Secretariat has also advanced over the course of 2022 an overall policy review of the coherence, completeness, and impact of GCF policy frameworks. Findings from the review reiterate the complexity of the GCF policy frameworks and policymaking pathways and indicate that GCF policies have historically been difficult to understand, access and apply in a consistent manner by GCF stakeholders. This is largely due to numerous GCF actors being tasked with policy development, consultation and implementation in the absence of a Fund-wide approved policy template and policymaking processes. Another key finding is that planning for policy implementation has historically not been sufficiently covered in the GCF policy development and approval process. Although the Secretariat has developed a standard policy template and codified its policy development and implementation processes under its Policy Manual, the Manual has jurisdiction over Secretariat-led items only. The full Policy Review has been prepared for consideration at B.33 and can be found in document GCF/B.33/Inf.08.

20. Meanwhile, the Secretariat began taking steps to address some of the operational findings and recommendations of the review that are within its control. This has seen an improvement in the accessibility of policy resources through a new Policies & Strategies web page. In response to historical gaps in how policy implementation and monitoring was carried to dateout, the Secretariat also began to pilot a standardized format for tracking and

reporting on policy implementation to monitor in real-time monitoring of how policy implementation mandates are progressing. The status of implementation of all policies approved in GCF-1 is contained in Annex III.

## 1.5 Facilitating access and accelerating implementation by improving process efficiency, effectiveness, transparency, and speed of delivery

21. The Secretariat began piloting service standards for its key processes in 2021 and progress against these standards in 2022 demonstrates that these have been met and exceeded for over 80 per cent of the processes covered. One notable exception is the processing of accreditation applications, as the Secretariat reallocated resources to prioritize re-accreditation applications to minimize programming disruptions. The capacity constraints and challenges related to managing a pipeline of over 150 accreditation and re-accreditation applications has been reported in previous Reports on the activities of the Secretariat and these challenges persist in the absence of an accreditation strategy. Initial steps to address this have been taken through the Board's approval of the Updated Accreditation Framework at B.31, expected to streamline accreditation processes, and by its request for an analysis of the current AE portfolio to inform the development of an accreditation strategy. At B.32 the Board took note of the Secretariat's AE portfolio analysis and this is currently serving to guide development of the accreditation strategy for B.33.

22. There was also substantial progress in various institution-wide change initiatives in 2022. The Secretariat has advanced its digital strategy by launching the new Digital Accreditation Platform, which digitalizes and automates the accreditation lifecycle, and a new Contract Lifecycle Management system that digitalizes accreditation master agreements and funded activity agreements drafting. The Secretariat also completed work on the Digital Proposal Submission Platform for concept notes and funding proposals; the integration of the Readiness component in the Portfolio Performance Management System; and development work on the new ServiceNow GRC system, which is part of an integrated risk and compliance management solution. Work on advancing GCF's data strategy also led to a work programme being adopted for the year, focused on (i) producing a data manual; (ii) conducting data 'health checks' for the proposal approval process and Readiness project cycles; (iii) integrating Fund policy development and data elements; and (iv) developing a data literacy approach.

23. Finally, the Secretariat has completed the recruitment process for staff overseeing two key new functions on change management and operations control management. The change management function will take forward all process change management activities as identified through the 2021 Capability Review and lead overall corporate performance management. The operations control function will consolidate internal control practices and frameworks by ensuring controls and process disciplines are rigorously maintained and continually enhanced through metrics reporting, risk assessment testing, quality assurance and root cause analysis.

## 1.6 Consolidating institutional capacity, culture and performance in preparation for the GCF second replenishment

24. As requested in decision B.30/06, the Secretariat has reviewed its organizational design to align it with the increased headcount of 300 positions by the end of 2022. As of 31 May 2022, the Secretariat has 221 staff drawn from 69 nationalities with a relatively fair gender balance.

25. The Secretariat has taken several actions to accelerate the build-up of its staff capacity. First, a recruitment strategy has been implemented to increase the talent pool for GCF positions and to streamline recruitment processes. By increasing its outreach efforts, including the use of specialized search agencies, the number of applications per year has risen from 2262 candidates

in 2018 to 9678 applicants in 2021. At the same time, streamlining of processes has significantly increased recruitment speed. The time to fill (time taken from opening a position to having a new staff member in post) has reduced from an average of 221 days in the first quarter of 2021 to an average of 171 days in the first quarter of 2022. As at 31 May 2022, 26 new letters of appointment had been accepted for Secretariat positions over the reporting period.

26. In order to further increase recruitment speed and capacity the size of the Office of Human Resources (HR) has increased significantly, from 4 staff members in 2019 to 11 as of June 2022. Recent recruitments that will have a bearing on recruitment and retention include the recent appointment of a new Head of HR, as well as a Deputy Head of HR (a new position, also responsible for employee engagement). Further efficiencies are being achieved using batch recruitments, allowing similar positions to be advertised together, reducing administration and allowing multiple appointments to be made through one recruitment process. Furthermore, an administrative instruction subsequently developed provides discretion for the Executive Director to increase offers to midpoint on an exceptional basis and the Secretariat has made use of in-grade merit increases, although it should be noted that even with these payments, 61 per cent of staff salaries remain below the midpoint of their salary scale.

27. With these new talent acquisition strategies, the Secretariat is targeting reaching a 90% fill ratio by the end of the year. However, whilst the speed of recruitment has increased, the Secretariat is still facing headwinds in reaching its headcount targets, not least through the rejection of employment offers for factors relating to compensation and benefits, as well as through a structural issue whereby under the Guidelines staff can give one month's notice to leave the organization, but it takes six to eight months before replacement staff can be recruited and on-boarded.

28. Actions were also taken to advance the four pillars of the GCF Employee Value Proposition:

- (a) **Mandate:** The Secretariat continues to build the GCF brand to reflect the meaning and value of working for the largest global dedicated climate fund, representing a unique and ambitious opportunity to support a paradigm shift to a climate-resilient economy in developing countries;
- (b) **Organizational work design:** Efforts have been made towards streamlining human resources management processes including recruitment, administrative onboarding, management of benefits and allowances, and exit procedures. Concrete progress has been made in the digitalization of the onboarding programme, expected to roll out from July. With the recent recruitment of the Employee Experience Coordinator, the Secretariat will continue to advance an efficient and rapid response to staff needs;
- (c) **Career track:** In connection with the ongoing organizational design process, the Secretariat launched a novel non-vacancy driven promotion, which allows staff members to move up to a new position level within the same job stream; and
- (d) **Compensation and benefits structure:** In advance of B.33 the Secretariat has reviewed the existing salary scale and prepared a dedicated paper putting forward specific proposals key to enable reaching the Board-mandated headcounts for the Secretariat. The paper recommends some specific and immediate actions, including a realignment of the current GCF salary scale to those of benchmarked organizations, followed by a principle-based restructuring of the Administrative Guidelines on Human Resources for future Board consideration.

29. The annual Staff Engagement Survey concluded on 1 April and the results were presented to management and all staff. The surveys provide a means of gauging priorities for personnel in relation to working conditions and levels of engagement with the Fund and provide further guidance for the elaboration and delivery of actions within the People Plan, the

human resources strategy which is revised on an annual basis. The results of the engagement survey this year indicated significant improvements in overall engagement levels across a range of indicators, while still identifying priority areas for action to strengthen the Secretariat. Engagement scores rose overall with, for example, a 12-point increase in the number of staff who would recommend GCF as a great place to work; while indicators on organization confidence (+6), people and teams (+10), and 'my role' (+6) all rose too. Areas prioritized for action in 2021, based upon the results of the previous engagement survey showed positive results on issues such as confidence in conflict-resolution channels (+15), safe & respectful working environment (+16) and culture/ values (+9). The engagement survey is also highlighting priority areas for action to strengthen GCF's employee value proposition, including work-life balance, compensation, and physical work environment. The Secretariat priority areas for action in the 2022 People Plan will aim to further address these points.

30. Once again taking advantage of improved global travel conditions, the Secretariat has prioritized partnership engagements with platforms and initiatives to enhance the visibility of GCF and support the delivery of programming outcomes for GCF-1 and beyond. These include intergovernmental forums, global coalitions of financing institutions and sector focused multilateral platforms. Notably, the Secretariat participated in nine high-level intergovernmental processes, including UNEA5, the One Ocean Summit, the V20 Ministerial, the World Forestry Congress, the Financing for Development Forum, the Our Oceans Conference in Palau and the High-Level Panel for Sustainable Ocean Economy. Efforts continued in engaging and briefing United Nations offices as well as securing engagements with foundations and private sector groups to gain support for programming initiatives and platforms.

31. The Secretariat has continued to monitor pandemic conditions globally, with a focus on the Republic of Korea (ROK). The local response to COVID-19 has now reached a point where:

- (a) Reported cases continue to decrease in number and are expected to reach a continued low in June.
- (b) National vaccination rates are high, and the national vaccination program continues to roll out booster vaccinations for at-risk people groups based on age and medical condition.
- (c) COVID has been downgraded to a Level 2 infectious disease within ROK, a similar category as Tuberculosis, Hepatitis A, and Varicella (Chickenpox).
- (d) Outdoor mask mandates have been removed in ROK, testing requirement for entry into ROK have been slightly relaxed, and it is anticipated that quarantine obligations on a positive COVID test result will also be either reduced or removed in the short term.

32. The Secretariat has commenced working under a "new normal" format, staging down crisis conditions by: i) returning to office environments, ii) resuming official travel, and iii) resuming in-person official meetings and events hosted by GCF.

33. Separately, an Office Restack Project commenced in 2021 with three distinct and related objectives: (i) supporting health and safety measures to address the need for social distancing as part of COVID-19 pandemic response; (ii) accommodating growing office requirements from GCF divisions and units; and (iii) promoting collaboration and engagement by providing collaboration spaces and co-locating divisions and units who that have levels of functional overlap. Since that time work has progressed on developing conceptual designs and details designs for revised floor layouts for all divisions, finalizing the scope of the rebuild, including materials and furnishings, and commencing on the preparation of temporary accommodation spaces while demolition and construction is under way. Phase 1 of the project began at the start of May and it is expected the project will be fully completed by the end of the year.

## Annex I: 2022 Status of Key performance indicators (KPIs) as of 31 May 2022

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
<b>Priority 1: Supporting origination of country-driven, paradigm-shifting investments and enhancing direct access</b>				
1.1	Coordinated engagement of NDAs, AEs and DPs on USP and GCF-1 programming goals	Fund-level programming communications and guidance developed and maintained	<ul style="list-style-type: none"> <li>Communications toolkit on Green Shift has been regularly updated including ED speeches at high-level events; updated fact sheets ('at a glance' and regional fact sheets) and institutional PowerPoint presentations. Reminders sent to staff to use the toolkit for their communications and engagement to ensure consistency in messaging and branding</li> </ul>	Fund-level programming comms and guidance have been developed and maintained through regular updating of the corporate messaging folder and publication of the 2021 annual report, the flagship publication which has been used in missions and engagements.
		10 dedicated programming engagements	<ul style="list-style-type: none"> <li><b>Africa:</b> Organised one high-level mission to Egypt to plan project development initiatives in 2022, and held one Regional-level session with African DAEs to advance pipeline development.</li> <li><b>LAC:</b> Undertook six different engagements, including two national dialogues: one in-person event in Jamaica on the pilot project on the Coalition for Climate Resilient Infrastructure (CCRI); supporting South-South Dialogues organized by Saint Lucia focused on navigating the accreditation process to access climate finance for DAEs.</li> <li>At the regional level GCF organized an in-person Regional Technical Programming Dialogue for the Caribbean. The GCF Dialogue brought together NDAs, DAEs, AEs and partners such as the GEF and PAHO/WHO for the first face-to-face dialogue since 2019 and served as a timely follow-up on the Virtual Caribbean Dialogue in March 2021. An action plan was agreed at the close of the Dialogue around the following key themes: advancing priority projects discussed at the Dialogue, advancing the development of the remaining 11 country programmes, encouraging greater South-South cooperation and sharing of lesson learned, and AE-DAE collaborations to prioritise under-served GCF thematic areas that were recognized as regional priority including health, water and energy.</li> <li>The Secretariat also participated virtually in the Organisation of Eastern Caribbean States (OECS) 8th Council of Ministers on</li> </ul>	13 dedicated programming engagements with countries and entities

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			<p>Environmental Sustainability (COM:ES), the University of the West Indies 3-day workshop in a session on “Building climate change resilience – Innovative Tools: Emerging digital applications in climate smart agriculture” alongside partners such as IDB, PIOJ, CCCRI-SPC, the CANARI Partners Forum, and the virtual launch of the Caribbean Climate Justice Alliance.</p> <ul style="list-style-type: none"> <li>• Programming engagements with AEs are further described against KPI 1.5</li> </ul>	
		Collaborative plans with other climate funds on complementarity and coherence implemented	<ul style="list-style-type: none"> <li>• Collaboration with GEF is currently ongoing and managed under the Long term vision (LTV) umbrella, advancing technical discussions on various fronts (e.g., Great Green Wall, e-mobility, biodiversity, and forestry, nature/ecosystem-based solutions among others). Two steering committee meetings were held during the reporting period.</li> <li>• Upstream engagement with the Adaptation Fund continued to cover two workstreams: i) seeking opportunities to streamline the fast-track reaccreditation workstream and ii) identifying AF-funded projects which can be scaled up by GCF. The latter will be further evolved following further consultations required to confirm NDA interest.</li> <li>• Work with the Climate Investment Funds (CIFs) focuses on their new energy programs and technical consultations are on-going to identify projects or initiatives that could serve as collaboration points.</li> </ul>	<p>36.25 % progress</p> <p>Annual report responding to COP guidance presented at B.32, 3 FPs reflecting complementarity and coherence and steering committee meetings organized with the GEF.</p> <p>Fuller operationalization of the Climate Funds Collaboration Roadmap kicked-off from June</p>
1.2	Number of country programmes and multi-annual entity work programmes endorsed with aligned, GCF-facing investment plans and pipelines	30 country programmes	<p>Some progress has been made over the course of the year to date but the Secretariat continues receiving feedback that countries are not currently prioritizing the finalization of CPs. Moreover, they are expressing doubts regarding the value of preparing such programmes given they do not currently have any practical application or implication in the proposal approval process given the current GCF policy setup. The status as at end of reporting period is:</p> <ul style="list-style-type: none"> <li>• <b>Caribbean:</b> One country programme endorsed in January 2022 for Belize. In addition, technical support is being provided to five Caribbean countries to refine country programmes: three countries (Belize, Dominica and Saint Lucia) are receiving support to revise their</li> </ul>	8 country programmes

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			<p>endorsed Country Programme; two countries (the Bahamas and Haiti) receiving support to refine draft Country Programmes. One draft country programme submitted for initial feedback following development through readiness, Saint Kitts and Nevis. One request for support to finalize an advanced draft country programme was received from Grenada.</p> <ul style="list-style-type: none"> <li>• <b>Asia Pacific:</b> Six country programmes endorsed (Lao PDR, Cambodia, Maldives, Marshall Islands, Iran and Syria) and three country programme undertook first stage of review (Tuvalu, Nepal, Federated States of Micronesia)</li> <li>• <b>Latin America:</b> Five country programmes have undertaken first stage of review (Cuba, Mexico, Panama, Paraguay and Peru) and two are expected to mature for endorsement in Q2 2022.</li> <li>• <b>Africa:</b> One country programme (Botswana) at an advanced review stage and five country programmes (The Gambia, Guinea-Bissau, Sao Tome and Principe, Uganda and Zimbabwe) undertook first stage of review; two country programmes (Guinea-Bissau and Sao Tome and Principe) received technical assistance support to enhance the clarity and scope of the proposed project/programme pipeline and Readiness priorities included in the country programmes</li> </ul>	
		<p>5 IAE entity work programmes</p> <p>3 regional DAE entity work programmes</p>	<ul style="list-style-type: none"> <li>• Progress on entity work programming has been uneven across DAEs and IAEs, with DAE programming making more progress: <ul style="list-style-type: none"> <li>○ Three additional DAE EWPs have been endorsed, already meeting the KPIs for the year (DBSA, Fundacion Avina, CABEL). Further two regional DAEs and one national DAE operating globally have submitted their draft EWPs and these are currently under review; the Secretariat is expecting to receive and additional five EWPs. A total of seven (7) Regional DAE EWPs have been endorsed by CIC since the beginning of the GCF-1 period till date.</li> <li>○ No further IAE EWPs were endorsed, but 1 new submission and 3 re-submissions were received. These are currently under review.</li> </ul> </li> </ul>	<p>0 IAE entity work programme</p> <p>3 regional DAE entity work programme endorsed, meeting the KPIs for this year</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			<ul style="list-style-type: none"> <li>The Secretariat organized an in-person two-day workshop with UNDP at the GCF HQ covering issues from strategic partnership direction to portfolio implementation and pipeline prioritization to allow an improved alignment with USP targets. The Secretariat also provided guidance on recent policy approvals and implications for implementation.</li> <li>Given the lift of travel restriction the Secretariat is planning to undertake several other programming/partnership engagements with IAEs over the next 2-3 months including through in-person visits by IAEs to the GCF Headquarters.</li> </ul>	
1.3	Implementation of DAE action plan with system in place for monitoring progress & results	50% reflecting initiation of key activities in 2022 toward full delivery by 2023	<ul style="list-style-type: none"> <li>The Secretariat in the process of selecting and recruiting a DAE manager and this is expected to be concluded in Q3 2022. Preliminary internal consultations have taken place on interim measures that can be taken to advance the DAE action plan prior to onboarding the new manager.</li> </ul>	In progress
1.4	Readiness support delivered to enhance country access to GCF	81 readiness requests approved  (55 Single year; 10 Multi-year; 16 Adaptation Planning)	<ul style="list-style-type: none"> <li>The Secretariat continues to encourage countries to utilize multi-year readiness to move towards integrated and strategic climate planning in line with their country programme or readiness needs assessment, but countries have not been tapping into this modality.</li> <li>The Readiness Action Plan (RAP) initiated at the start of the year is well underway and key activities undertaken include: a draft report of a readiness process audit, development of a draft Readiness Standards Handbook, systems and data diagnostic update and operationalization of an origination taskforce to support the orientation of Readiness resources to help deliver on the programming activities under the USP. The activities and implementation of the RAP is further elaborated on in the Readiness Work Programme and Budget 2022-2023 being prepared for B.33.</li> </ul>	35 readiness requests approved (29 single year; 0 multi-year; 6 adaptation planning)  KPI is expected to be achieved towards the year-end given the historical experience of proposals being predominantly submitted, reviewed and approved in the second half of the year to meet the annual cap deadline.
			<ul style="list-style-type: none"> <li>Building on the existing strategy to date, a 2022-23 RPSP Work Programme and Budget will be presented at B.33 with a view to ensure adequate resources are available to service country requests for support. The budget proposal has been informed by lessons from implementation of the B.22/11 Readiness Strategy and the most recent</li> </ul>	141 countries accessing readiness

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
		141 countries accessing readiness	Readiness Action Plan, as well as an assessment of the average grant sizes for single, multi-year and adaptation planning requests in the current portfolio and the KPIs set for the years 2022 and 2023.	
1.5	High-quality, country driven concept notes developed through readiness, TA and/or regional desk support	Concept notes supported: At least 40	<ul style="list-style-type: none"> <li>The following entities and countries received support with their Concept notes during the period under review (MWE/ Uganda, ADA/Morocco, Profananpe/Peru, PKSf/Bangladesh, SIDBI/India, EPIU/Armenia, Land Bank/Philippines (2 CN's), Belize, Guinea Bissau.</li> <li>In addition to AEs, countries are receiving support to strengthen their investment planning process and clearly represent nationally prioritized investment needs in the form of GCF concept notes and/or well-structured project ideas within their country programmes.</li> </ul>	10 CNs supported
		Concept notes entering GCF pipeline: 20	<ul style="list-style-type: none"> <li>Since January 2022, three concept notes from endorsed country programmes have entered the GCF pipeline. These have benefitted from upstream support provided by the Regional Desks as well as support through grant or technical assistance via the Readiness Programme.</li> <li>All 3 CNs are submitted by DAEs- NCDD- Cambodia, Fundación Avina-Mexico and PACT- Belize and are SAP proposals: 2 projects are fully adaptation project and one -cross cutting.</li> </ul>	3 CNs entered GCF pipeline (all 3 from DAEs)
1.6	Number of AMAs signed (incl. DAE and private)	3-5 (1-3 IAE AMAs; 2 DAE AMAs, including 3 private)	<ul style="list-style-type: none"> <li>The Secretariat has negotiated and arrived at working level agreements on AMAs with 4 AEs accredited first time and they are ready to be submitted to the RMC for its no-objection review. The process is however pending the appointment of members to the RMC and reconstitution of the Committee, which in turn is delaying the GCF and AEs from concluding the accreditation process and fully engaging with GCF for programming.</li> <li>The Secretariat is also continuing to engage with AEs that have been re-accredited by the Board on amending their AMAs. One IAE's (public sector) amended and restated AMA was signed and made effective during the reporting period. Additionally, 1 DAE AMA (public sector) was made effective during the reporting period.</li> </ul>	1 (1 IAE AMA signed; 0 DAE AMA signed)

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
1.7	Number of entities submitted for reaccreditation	15	<ul style="list-style-type: none"> <li>Since the launch of re-accreditation, 11 AEs were presented to the Board and approved for second accreditation term (including two applying for upgrade in parallel with re-accreditation)</li> <li>All AEs with their first accreditation term expiring in 2022 submitted re-accreditation applications, apart from 1 AE opting not to apply as they intend to continue engagement with GCF on existing projects and through different modalities (such as co-financier or executing entity). In addition 9 AEs moved from Stage I to Stage II re-accreditation review, providing a robust re-accreditation pipeline till the end of 2022 and beyond;</li> <li>The Secretariat previously signalled that the parallel processing of re-accreditation and accreditation poses significant workload challenges. In the absence of an accreditation strategy review of new applications and upgrades are still on-going, but at a significantly lower level;</li> <li>The Secretariat also advanced various Board-facing accreditation mandates prompted at B.31. An analysis of the accredited entity (AE) portfolio was prepared for B.32 and noted by the Board, identifying strengths and gaps in coverage and capabilities, through the lens of the USP. The initial findings and considerations under the analysis are being evolved as part of the development of an accreditation strategy for B.33.</li> </ul>	6 AEs re-accredited out of 9 AEs which moved from Stage I to Stage II re-accreditation review
<b>Priority 2: Project development and appraisal to build a USP-aligned, impactful portfolio</b>				
2.1	Total number and volume of FPs submitted to iTAP	PAP: 32-37 (1700-2330M)	<ul style="list-style-type: none"> <li>The Secretariat submitted 9 funding proposals (USD 913.7M) under the standard proposal approval process to iTAP for review. Of this, 3 funding proposals (427.5M) are from private sector and 6 funding proposals (486.2M) are from public sector. The Secretariat continues to work with AEs to submit proposals under the iTAP rolling review.</li> </ul>	PAP: 9 (913.7M)
		SAP: 7-9 (70-90M)	<ul style="list-style-type: none"> <li>The Secretariat submitted 1 private sector SAP funding proposal (USD 10) to iTAP for review. A number of SAP funding proposals are being evolved in the pipeline targeting B.34.</li> </ul>	SAP: 1 (10M)
2.1.1	Adaptation proposals	18-22	<ul style="list-style-type: none"> <li>The Secretariat submitted 8 adaptation proposals (USD 575.2M) to iTAP. Of this, 6 were from public sector proposals (1 adaptation</li> </ul>	8

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
	(including cross-cutting) submitted to iTAP	(800-1100M)	proposal and 5 cross-cutting proposals requesting GCF funding of USD 486.2M). The remaining 2 were from private sector cross-cutting proposals (USD 89.0M)	(575.2 M)
2.1.2	DAE proposals submitted to iTAP	9-14 (350-550M)	<ul style="list-style-type: none"> <li>The Secretariat submitted 2 proposals (USD 75.3M) to iTAP. 1 was a private sector proposal (USD 10M) and another was a public sector proposal (USD 65.3M). The Secretariat is working on number of DAE proposals targeting B.34.</li> </ul>	2 (75.3M)
2.1.3	Private sector proposals submitted to iTAP	12-14 (750-900M)	<ul style="list-style-type: none"> <li>The Secretariat submitted 4 private sector proposals (USD 437.5M) to iTAP under the rolling review as at 31 May 2022.</li> </ul>	4 (437.5M)
2.2	Number of AEs/FPs receiving active PPF or project development support through grants or TA	12 (8 DAEs)	<ul style="list-style-type: none"> <li>During the reporting period two IAEs have their PPF requests approved in 2022 with a total amount of USD 2.3 million while one DAE has an application approved worth USD 0.1 million. Two DAEs are also receiving technical assistance support under their 2021 applications with no new support submissions received in 2022. The Secretariat expects more AEs to request this later in the year.</li> <li>Overall, throughout the Facility's lifetime 67% of the total USD 32.4 approved has been directed towards DAEs. A total of 11 funding proposals that received support through PPF has been approved by the Board while another 10 have been submitted to the Secretariat and are currently in different stages of review.</li> <li>In terms of the pipeline: i) at least two AEs have their PPF requests on hold due to lapse of their AMA's effectiveness and ii) seven IAEs and 10 DAEs with PPF applications are pending concept note endorsement by the Secretariat.</li> </ul>	3 (1 from DAE)
2.3	USP and Board directions on private sector strategy implemented	100%	<ul style="list-style-type: none"> <li>The Secretariat conducted consultations with the Board on the Private Sector strategy and finalized a draft for consideration at B.32. The Strategy was approved by the Board the first time it was considered during a Board Meeting, a record for GCF policies and strategies. Following endorsement the Secretariat is currently preparing an implementation plan for B.34. First steps towards implementation will</li> </ul>	72.5%  Private Sector Strategy was considered by the Board and approved at B.32 and

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			<p>included programming engagements and a dedicated Global Private Investment Conference (GPIC) to be held in 2022.</p> <ul style="list-style-type: none"> <li>Programming-wise, majority of private sector FPs submitted to ITAP in 2022 have an equity or a guarantee component (3/4), signalling improved alignment with the ambitions of the private sector strategy</li> </ul>	significant private sector engagement was conducted in Q1/2
2.4	Delivery of practical tools to guide project development and appraisal	Completion and socialization of 8 guides	<ul style="list-style-type: none"> <li>The last batch of two sector guides (Energy Efficiency; Climate Information and Early Warning Systems) was launched for consultation in May and dedicated consultation webinars were held at the beginning of June.</li> <li>2 sector guides (Ecosystems &amp; Ecosystem Services; Forests &amp; Land Use) consultation version 1 have been published on GCF website.</li> <li>2 sector guides (Cities; Agriculture) consultation version 1 have also been translated in Spanish and French and published on GCF website.</li> </ul>	<p>Last batch of 2 sector guides released for consultation (a total of 10 have been consulted on)</p> <p>4 published on GCF website</p>
		Operationalization of project appraisal manual: 100%	<ul style="list-style-type: none"> <li>Following a comprehensive review from GCF units, independent units and panels the Appraisal Manual has also been shared with AEs to include their experience with the appraisal process. All the subsidiary tools to be used as part of the appraisal process have also been finalized, including the Investment Criteria Scorecard (ICS), Innovation and Additionality Tool (IAT), Concept Note Checklist, Grant Equivalent Calculator (GEC), SAP Toolkit, Climate Guidance and Economic and Financial Analysis (EFA) Guidance. A concept for a Concessionality Tool has also been developed.</li> <li>The resultant final draft Appraisal Guidance is undergoing editing, formatting and design by external service providers and is expected to be published by end of June, with the underlying tools to follow in July.</li> </ul>	50% rollout into processes through updates to the appraisal guidance
2.5	Percentage of approved FPs including gender assessments, gender action plans and gender disaggregated data	100%	<ul style="list-style-type: none"> <li>The Secretariat continued upholding the highest gender standards, ensuring all FPs approved meet the requirements under the Updated Gender Policy.</li> </ul>	100%

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
<b>Priority 3: Management of portfolio implementation for results and knowledge</b>				
3.1	Number of FAAs signed	28	<ul style="list-style-type: none"> <li>The Secretariat has continued to advance the finalization of legal agreements to move the portfolio towards implementation. The pace of concluding FAAs has been slower in 2022 compared to 2021, reflecting the fact that the majority of projects are already under implementation and only 6 new proposals were approved in 2022. Of these, two came with pre-negotiated FAA.</li> <li>The Secretariat expects to reach execution for the majority of projects that are pending it, though some AEs are anticipated to submit extension requests.</li> </ul>	7 FAAs in total (2 private; 5 public)
3.2	% of projects under implementation	80%	<ul style="list-style-type: none"> <li>The total number of projects under implementation reached 160 out of 196 approved FPs or 81.63% of the total portfolio, presently exceeding the annual target.</li> <li>Some AEs have continued to request for deadline extensions for FAA effectiveness due to several reasons. A critical reason is the delay in the finalization of subsidiary agreements due to the need to provide sworn English translation of Subsidiary agreements (if the original subsidiary agreement is in another language other than English). The Secretariat sought to address this through a management decision to ensure there are minimum delays in compliance with conditions precedent for effectiveness and AEs can provide the translations after FAA effectiveness. Additional reasons behind extension requests include changes in the project structure as well as political changes at the country level.</li> </ul>	81.63%
3.3	Aggregate disbursements for funded activities	+913-1,193M in 2022 for a cumulative total of 3,376M - 3,391M	<ul style="list-style-type: none"> <li>Disbursement is taking place at a steady pace and a couple of projects received first disbursements larger than expected, but some delays have been observed in other projects due to deadline extensions requested by AEs.</li> <li>AEs noted challenges in cases where there has been a systematic delay in reaching the first disbursement milestone for much of the portfolio. One such example is AfDB where the AE is experiencing delays in disbursement for most of their approved projects, with GCF</li> </ul>	+313M in 2022 for a cumulative total of 2,622 M

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			management regularly in communication with the AE to identify the right means to address this issue.	
3.4	% of approved readiness requests receiving disbursements	>90%	<ul style="list-style-type: none"> <li>23 Readiness grants received first disbursement in 2022 and a total of 492 grants have received disbursements out of the 600 grants approved (excluding 11 cancelled grants, including workshops)</li> </ul>	83%
3.5	Readiness & funded activities reports reviewed for results	200 reports reviewed for Readiness (IPRs & CRs)	<ul style="list-style-type: none"> <li>Significant progress has been made in terms of total number of reports reviewed, but the review of Completion Reports is behind schedule as several are pending overdue audited financial reports from DPs which are typically submitted by 31 March of each calendar year.</li> <li>Across the Readiness portfolio, the Secretariat continues to observe a variance in the quality of reports and limited uptake of technical feedback from DPs leading to delays in finalization of reviews by the Secretariat. Other issues relates to cost overruns, delays in request for extensions and increases in retroactive approvals, non-compliance with accounting for DP/PMC fees, and weak responsiveness of some DPs and NDAs.</li> </ul>	132 Reports reviewed (IPRs & CRS)
		155 reports reviewed for Funded Activities (APRs, interim and final evaluations, inception/baseline)	<ul style="list-style-type: none"> <li>APR review focuses on the implementation status as well as challenges and potential changes of the activities during the reporting year: inception report and baseline assessment reviews focus on the progress made during the inception phase and the robustness of the baseline analysis to enhance evaluability of the project while evaluation reports review whether evaluation is conducted in line with GCF Evaluation Policy;</li> <li>Throughout the review process, the Secretariat captured evidence-based results and lessons from implementation, monitoring and evaluations and identified some risk flags that are potential early warning signals for problematic projects. Some of the risk flags relate to: (i) impact of COVID-19 pandemic on supply chains, procurement of goods and services as well as cost increases of construction equipment; (ii) changes in government officials and priorities due to elections that impact the signing off of key project activities; (iii) operational issues</li> </ul>	<p>106 reports reviewed</p> <p>(89 APRs, 9 evaluation reports, 8 inception reports and baseline assessments)</p> <p>The APR review process for APR is moving according to the review Schedule with the first round scheduled for closure by end of June.</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			relating to delays in setting up of project management units, among others.	
3.6	Readiness/Funded activities change requests processed	Readiness/PPFs amendments processed: 50	<ul style="list-style-type: none"> <li>The Secretariat continues to respond to a growing number of amendment requests to address challenges encountered during the implementation. These measures include no-cost extensions, major budget reallocations, and changes in grants' scope. The Secretariat has already exceeded the annual projection on number of amendments it would need to process in 2022.</li> <li>The Secretariat is working to enhance monitoring through ongoing engagement with Delivery Partners and NDAs with future plans to host dedicated webinars providing guidance on implementation monitoring and adaptive management.</li> </ul>	61 amendments processed
		Number of funded activities minor/major changes processed: 40	<ul style="list-style-type: none"> <li>Implementation change requests are received regularly and the Secretariat is in the process of expanding human capacity with customized roles on general project management, restructuring, and sectoral expertise to further enhance GCF responsiveness.</li> <li>The Secretariat is also in the process of standardizing the approach and standards for dealing with adaptive management requests, including examining appropriateness of decision-making delegation.</li> </ul>	22 adaptive management requests processed  7 requests are in progress
3.7	Knowledge generated from implementation of readiness and funded activity portfolio	Learning loop established for the Readiness and Preparatory Support Programme	<ul style="list-style-type: none"> <li>The Secretariat has prepared and cleared the concept note for the Learning Loops for the Readiness Programme, which establishes the goals and the objectives, methodological approach, and expected results. Existing results data has already been collected, analyzed and validated internally.</li> </ul>	50% progress Learning loops concept developed, pending internal clearance and operationalization
		22 evidence-based knowledge products generated	<ul style="list-style-type: none"> <li>Two project results pieces have been published on the GCF website covering projects under implementation in Morocco on Argan orchards in degraded environments and preserving wetlands in Uganda. The Secretariat aims to publish 1-2 project results stories on the website per month and two more stories were published in June. Three stories based on field missions in Africa are under production and expected to be finalized by July.</li> </ul>	

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
		showcasing GCF results	<ul style="list-style-type: none"> <li>The Secretariat has continued discussion on options for launching the Readiness Knowledge Bank (RKB), which will include the public version of the GCF's Open Data Library (ODL)'s readiness dashboards. Sectoral case studies will be delivered during Q3/4 2022.</li> </ul>	4 evidence-based knowledge-based communications products generated up to June
3.8	Expanding PPMS and strengthening of risk management approaches to enable proactive approach to adaptive management and integrity risk management	100%	<ul style="list-style-type: none"> <li>Additional PPMS modules were developed to support the codification and standardization of implementation-related processes. As of May 2022, the following PPMS modules are available for submission by AEs: Inception Reports, APRs, Financial Information reports, Audited Financial Statements, and interim and Final Evaluation reports. Additionally, the modules for the processing of waivers and extensions are also available.</li> <li>An internal risk and performance assessment form was launched in the PPMS to better manage the collection of project risk and performance data across interdivisional review teams and to facilitate the analysis and reporting of implementation risks and performance.</li> <li>The Secretariat plans on further expanding the PPMS to cover other implementation processes such as the management of disbursements, reflows, and restructuring requests in parallel to developing modules to support the Readiness Programme. The newly developed Readiness Results Management Framework has been integrated into PPMS-Readiness to facilitate output-level indicator tracking for grants under implementation. To ensure a seamless user experience, we conducted user acceptance tests (UAT) with selected AEs and DPs to test the functionalities of the PPMS disbursement module and the Readiness Reports module. Feedback based on the UAT results will be reflected in the modules in preparation for their official launches later this year.</li> </ul>	40.1%
<b>Priority 4: Supporting the Board and consolidation of policy &amp; governance frameworks</b>				
4.1	Secretariat-led policy documents delivered to the Co-Chairs, in line with the updated Board workplan, for Board	100%	<ul style="list-style-type: none"> <li>The Secretariat continued advancing the development of policies notionally scheduled for 2022 and five were presented for Board consultation or consideration at a Board Meeting: i) the updated Simplified Approval Process (SAP), ii) Private Sector Strategy, iii)</li> </ul>	62%

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
	consultations or publication for a Board meeting		<p>Programmatic Approach, iv) Climate Rationale, v) Adaptation Approach. Of these, two were approved at B.32.</p> <ul style="list-style-type: none"> <li>• Work is in progress for finalizing other Secretariat-led items</li> <li>• The Secretariat also supported the on-going development of policies led by the Co-Chairs or Committees, most notably the Updated Accreditation Framework adopted at B.31 as well as three governance mandates concluded at B.32. The Secretariat has also finalized a draft of the “Policy to minimize the effect of currency fluctuations” for consideration by the RMC and the BC. Given the RMC is yet to be constituted, this is likely to be delayed in terms of Board consideration.</li> <li>• During the reporting period the 2<sup>nd</sup> stage of the development process of the GCF’s new ESS was concluded, informing the outline of the proposed new structure and content for GCF’s new ESS. Stage 2 also incorporated a 30-day public consultation and a stakeholder engagement event. In parallel the Secretariat continued advancing the review of GCF’s Risk Management Framework and the Information Disclosure Policy.</li> </ul>	5 Secretariat-led policies delivered for consultation or publication
4.2	Secretariat-led information and standard operational documents delivered to the Co-Chairs in line with the provisional agenda at least 21 calendar days before a Board meeting	100%	<ul style="list-style-type: none"> <li>• The Secretariat published most of the information and standard operational documents led or supported by the Secretariat by the publication deadlines for B.31 and B.32.</li> <li>• The documents that were not ready for publication and delivered to the Co-Chairs by the deadline were generally those that required input from outside of the Secretariat, such as the Co-Chairs or Board committees.</li> <li>• Examples of such documents include the report on the execution of the administrative budget (requiring Budget Committee review), the reports of the Co-Chairs, and dates and venues of upcoming Board meetings.</li> </ul>	90%
4.3	Secretariat-led policy drafts developed in line with the Secretariat policy manual,	100%	<ul style="list-style-type: none"> <li>• The Secretariat continued applying the standards set out under the Policy Manual for the policies under its lead. All five policies released for consultation or published for a Board Meeting followed internal interdivisional collaboration policy development processes and</li> </ul>	85 % for all policies submitted for consultation or publication

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
	including impact assessment, implementation plans and resourcing requirements		included an assessment of the anticipated policy impacts. All were produced in the standard policy template developed under the Policy Manual. In addition, two policies had preliminary policy implementation plans at consultation or publication phase.	
4.4	Policy implementation planning, monitoring and reporting in place for all newly approved policies	100%	<ul style="list-style-type: none"> <li>Six new policies were approved by the Board in 2022: One Committee-led, the Updated Accreditation Framework (B.31), Two Secretariat led policies: the Simplified Approval Process (SAP), and the Private Sector Strategy (PSS) (B.32) and three Co-Chair mandates: General guidelines for the operation of Board committees, Guidelines to determine in which cases decisions without a Board meeting may be requested. Next steps in the event that a Board member is unable to join consensus regarding the outcome of the balloting procedure (B.32)</li> <li>The status of implementation of all policies adopted during GCF-1 can be found in Annex III.</li> </ul>	42% per cent, due to numerous policies (5) being approved at B.32 in mid-May, with implementation planning expected to conclude in July
4.5	Overall policy review delivered for Board consideration	100%	<ul style="list-style-type: none"> <li>Initiated towards the end of 2021, the Secretariat will be finalizing the Policy Review for publication and Board consideration at B.33 as part of strategic planning matters. A prior technical session with the Board was carried on 20 June. The review can be found in document GCF/B.33/Inf.08.</li> </ul>	100 % expected by B.33 publication date
4.6	COP guidance addressed including through collaboration with the UNFCCC and on-time submission of COP report	11 <sup>th</sup> GCF report to the COP submitted on time demonstrating how COP guidance has been addressed	<ul style="list-style-type: none"> <li>The Secretariat expects to submit the 11th COP report to the UNFCCC during Q3 and is currently working to produce a working draft in collaboration with all units and divisions.</li> </ul>	Report due to be submitted in Q3

**Priority 5: Optimizing operational efficiency, effectiveness and transparency for enhanced access and implementation**

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
5.1	% of requests reviewed within target service standards	Accreditation review: 90% stage I applications within 105 days	<ul style="list-style-type: none"> <li>Out of 18 applications that reached the 105 days deadline between 1 January and 31 May 2022, 10 met the service standard.</li> <li>This is due to the fact that the workload of accreditation and re-accreditation exceeds the GCF capacity and the Secretariat is prioritizing re-accreditation applications to minimize the risks of accreditation lapses. All re-accreditation applications reviewed met the service standards.</li> <li>The number of AEs seeking re-accreditation is reaching an average of 30 per year while the GCF accreditation pipeline has 138 new applicants, totalling over 150 entities requiring processing in 2022 alone. This is in parallel to preliminary check conducted to confirm scope of accreditation applications, with 91% of the preliminary checks for accreditation and re-accreditation conducted within the service standards.</li> <li>The Secretariat has also been prioritizing the further development and launch of the new Digital Accreditation Platform (DAP), with the aim to streamline the accreditation and re-accreditation processes and increase the efficiency of reviews. The DAP account request module and accreditation module were launched on 22 March 2022.</li> </ul>	62% achievement against the KPI target
		Readiness (non-NAP): 70% within 35 days	<ul style="list-style-type: none"> <li>6 out of 6 proposals received met the service standard.</li> </ul>	143% achievement against the KPI target
		Readiness (NAP): 70% within 45 days	<ul style="list-style-type: none"> <li>4 out of 5 proposals received met the service standard.</li> </ul>	114% achievement against the KPI target
		PPF: 80% within 21 days	<ul style="list-style-type: none"> <li>17 out of 17 new and resubmitted PPF applications met the service standard.</li> </ul>	125% achievement against the KPI target
		CN review:	<ul style="list-style-type: none"> <li>14 out of 24 public CNs received met the service standard.</li> </ul>	Public: 117% achievement against the KPI target

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
		Public (50% within 30 days) Private (75% within 30 days)	<ul style="list-style-type: none"> <li>7 out of 9 private CNs met the service standard.</li> </ul>	Private: 104% achievement against the KPI target
		FP review: 70% within 75 days	<ul style="list-style-type: none"> <li>5 out of 5 public FPs met the service standard.</li> <li>2 out of 2 private FPs met the service standard.</li> </ul>	Public: 143% achievement against the KPI target Private: 143% achievement against the KPI target
		SAP CN review: 70-75% within 21 days	<ul style="list-style-type: none"> <li>One in 6 public SAP CN met the service standard; In total five CNs were reviewed and responded to.</li> <li>No private SAP CN met the service standard; 1 proposal was received and responded to in 33 days</li> </ul>	20% achievement against the KPI target  Challenges pertain to delayed assignment of CNs to task managers as well as internal re-allocation of assignments
		SAP FP review: 70-75% within 30 days	<ul style="list-style-type: none"> <li>No new SAP FPs were received during the reporting period so there is no data to be reported</li> </ul>	In progress
		Minor portfolio change requests reviewed: 75% within 30 days  Major portfolio change requests reviewed: 60% within 180 days	<ul style="list-style-type: none"> <li>18 out of 22 minor requests processed within service standard)</li> <li>0 out of 1 major portfolio change requests processed within service standard</li> </ul>	Minor requests: 109% against the KPI target Major requests: 0% against the KPI target  Outstanding challenges relate to staff capacity as well as delayed responses from AEs. Recruitment of specialized capacity is expected to improve progress against the KPI

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
5.2	Project cycle/IPT reviews undertaken in line with the Operations Manual and project appraisal manual	80%	<ul style="list-style-type: none"> <li>• All projects receive climate guidance input from the internal climate network (CNET) prior to submission to CIC2 &amp; CIC3. Majority of Interdivisional Project teams hold kick-off meeting prior to beginning the technical review.</li> <li>• Half of FPs presented to CIC3 contained red flags from technical review as flexibility was provided for parallel CIC3 proposals endorsement for iTAP submission and term sheet negotiations. Proposals were therefore presented to CIC3 with red flags that could be completed in parallel with the iTAP review.</li> </ul>	<p>72%</p> <p>Projects were allowed to proceed through two sequential review phases in parallel, due to limited time and overlapping project cycles for B.31, B.32 and B.33</p>
5.3	Digital agenda – 2022 work plan delivered, including advancing systems integration, and automation of financial management, recruitment and procurement systems	100%	<ul style="list-style-type: none"> <li>• The Secretariat continues to implement digital solutions within the four major portfolios under the GCF Digital Agenda 2020-2023, including: <ul style="list-style-type: none"> <li>○ Launch of the new Digital Accreditation Platform (DAP) which now digitalizes and automates across all stages in the accreditation lifecycle,</li> <li>○ Launch of a new Contract Lifecycle Management system that digitizes the drafting of Accreditation Master Agreements (AMAs) and Funded Activity Agreements (FAAs)</li> <li>○ Completion of work on the Digital Proposal Submission Platform for CNs and FPs, including a successful pilot conducted with AEs. Based on feedback enhancements are being implemented and roll-out is planned for Q2 2022</li> <li>○ Completion of the Readiness component of Portfolio Performance Management System (PPMS), which will incorporate the budget tool and Readiness Results Management Framework (RRMF) into the system, v)</li> </ul> </li> <li>Completion of development work on the new ServiceNow GRC system, part of an integrated risk and compliance management</li> </ul>	<p>33.5% overall progress</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			solution. Final user acceptance testing and training is in progress and system is scheduled to go live in June 2022.	
5.4	Initiate implementation of the data management strategy	100%	<ul style="list-style-type: none"> <li>The Secretariat established an internal Data Council to oversee the data strategy at the end of 2021 and activities in Q1 2022 focused on finalizing its work programme, covering four priorities under the Data Management Strategy: i) producing a data manual, ii) conducting data 'health checks' for the PAP and Readiness project cycles, iii) integrating Fund policy development and data elements, iv) developing a data literacy approach.</li> <li>The health checks for the PAP and Readiness cycles will be completed by mid-May of 2022. Next steps include leveraging these initial checks to map and analyze data flows with a view to eventually optimizing them through the Data Factory and reviewing and streamlining data internal data management processes. The Council is also making efforts in externalizing the GCF Open Data Library (ODL) as the first use case, which was internally launched in early 2022 to streamline access to GCF portfolio data, analyses, and visualization. With the external-facing ODL, the Council aims to further increase portfolio data transparency to the public.</li> <li>Plans for 2022 include: integrating the IT solutions for portfolio and risk management under the internal risk and performance management approach; developing a data factory roadmap</li> </ul>	39.2%
5.5	Establishment of operations control and change management functions to oversee corporate performance and organizational reforms	100%	<ul style="list-style-type: none"> <li>Recruitment for the two new positions to lead the change management and operations control functions has been completed in May with both roles expected to on-board in July and August.</li> <li>In parallel the Secretariat has started operationalizing priority change management initiatives pertaining to the data strategy and Readiness Action Plan.</li> </ul>	50%
<b>Priority 6: Consolidating institutional capacity, culture and performance in preparation for the GCF second replenishment</b>				

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
6.1	Vertical alignment between strategic directions, work programme and staff performance plans	100%	<ul style="list-style-type: none"> <li>All staff completed the 2021 performance management and development cycle and 93 % have completed the planning stage of the 2022 cycle, establishing individual and divisional objectives aligned with the 2022 Work Programme. The Work Programme has in turn been fully aligned with the USP and following its adoption the Secretariat developed and finalized divisional workplans in Q1 of the year.</li> <li>The Secretariat made good progress towards overhauling the performance management system, process and practices, with a benchmarking study report used to inform the revisions to the PMDS administrative instruction. Future plans include designing a digital system for the 2023 cycle.</li> </ul>	<p>2022 Work Programme 100% aligned with the USP and divisional workplans developed based on the final WP</p> <p>93% staff completed the planning phase of vertically aligning individual workplans with the annual and divisional work programmes</p>
6.2	End of year fill ratio	90%	<ul style="list-style-type: none"> <li>As of 31 May 2022, the Secretariat has 221 staff consisting of 69 nationalities, with 26 letters of appointment accepted over the course of 2022. While the average time to fill has significantly reduced from 221 days to 171 days, efforts to reach the headcount target are still hampered by a structural issue whereby under the current guidelines staff can give one month's notice to leave the organization, but it takes six to eight months before replacement staff can be recruited and on-boarded</li> <li>The Secretariat has nonetheless ramped up its efforts for streamlining and improving the efficiency of the recruitment process. Various process tools were rolled out, including monthly reports to identify recruitment gaps and trainings for hiring managers.</li> <li>An innovation was launching the first GCF Talent Pools to enable batch recruitment for key functions, covering financial and portfolio management and accreditation. In parallel, a dedicated career webinar was organized in April and work is underway to conduct social media campaigns to promote GCF vacancies and build better employer branding. With these new talent acquisition strategies, the Secretariat expects to reach 90% of the fill ratio by the end of the year advancing the capability review.</li> </ul>	<p>73.7% (221 positions filled out of 300 headcount targeted by end of 2022)</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
6.3	Staff undertaking GCF onboarding and core knowledge training	100%	<ul style="list-style-type: none"> <li>The development of the GCF Digital Onboarding programme reached 78%, with four modules are in the completion stage waiting for the audio inputs. Another four modules went through internal quality assurance and are reaching near completion.</li> <li>The overall average of completion of mandatory trainings is 64.48%, with training on “Preventing Workplace Harassment for Employees” almost completed at 92.76%, “P-101: Privacy and Data Protection” at 79.2% and SEAH training at 21.36, due for completion at the end of June.</li> </ul>	<p>78% progress in finalization of GCF Onboarding Programme, with rollout expected in July</p> <p>64 % staff completed core training, with several completion deadlines upcoming in Q2/3</p>
6.4	SMT fosters a respectful, harmonious and safe work environment	100% implementation of engagement survey action plan	<ul style="list-style-type: none"> <li>The Engagement Survey completed in April and the compilation and interpretation of results was finalized in June, with results communicated to both management and all staff. Compared to 2021 engagement survey results, the 2022 results are improved across all areas of engagement.</li> <li>The 2022 People Plan will be adjusted to ensure it responds to areas of concern identified within the survey.</li> </ul>	<p>Survey completed in April and results processed in June</p> <p>Action Plan will follow throughout Q2/3</p>
6.5	Coverage of privileges and immunities expanded	3 agreements and explore other options to fulfill mandate; pursuit of the initiative with the UN for P&Is at the multilateral level	<ul style="list-style-type: none"> <li>In the reporting period no new privileges and immunities agreements have been signed.</li> <li>At B.32 in relation to Guidance from the 26<sup>th</sup> session of the COP the Board noted that it would continue to discuss the matter of privileges and immunities taking into account, inter alia, the previous guidance from COP25 and information provided by the Secretariat. The Secretariat stands ready to assist the Board in its further discussion on that matter.</li> </ul>	0 new agreements
6.6	On-time preparation for and launch of the GCF-2 replenishment process	On time submission and approval of documents, hosting of meetings and consultations	<ul style="list-style-type: none"> <li>In parallel to the preparation of the formal documentation for launching the Replenishment process the Secretariat worked to formalize existing pledges. An additional USD 1.1 million were received in 2022 and 100% of pledges are now finalized into contributions.</li> </ul>	<p>GCF-2 Replenishment Board paper is being prepared for publication and consideration at B.33 in line with Board Meeting Agendas.</p> <p>Hosting of meetings and consultations will depend on the outcome of the above.</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
6.7	Partnerships strengthened and targeted outcomes delivered	At least 4 strategic partner engagements executed with potential to drive programming outcomes	<ul style="list-style-type: none"> <li>• Through engagement with intergovernmental forums, global coalitions of financing institutions and sectoral focused multilateral platforms, the Secretariat is fostering coalitions to deliver on its programming outcomes together with private investors, development agencies and civil society organizations. To date the Secretariat has:               <ul style="list-style-type: none"> <li>○ Engaged in nine high level intergovernmental processes, including UNEA5, the One Ocean Summit, the V20 Ministerial, the World Forestry Congress, the Financing for Development Forum, the Our Oceans Conference in Palau and the High-Level Panel for Sustainable Ocean Economy among others. These engagements raised the profile of the Fund to ensure all attending were fully up to speed with the catalytic support the GCF can provide in advancing climate action, including securing support for innovative programs such as the Blue Co.</li> <li>○ Engaged with UN offices to brief them on the status of the fund, and the support GCF provides to a number of UN Convened inter-governmental processes, including contributing to a briefing of the UN Security Council, meetings with the UN Deputy Secretary General and President of the General Assembly, and delivering briefings to regional groupings of UN Permanent Representative in NY.</li> <li>○ Engaged with the Pacific Islands Forum to support its members to achieve their climate action objectives through the Forum’s Framework Priorities.</li> <li>○ Secured engagements with foundations and private sector groups to gain support for programming initiatives and platforms including with US Chamber of Commerce, Glasgow Financial Alliance for Net Zero, Bezos Earth Fund, Rockefeller Foundation and CSOs.</li> <li>○ Strengthened outreach to U.S. Congress and U.S. Administration: 4 high level engagements with U.S. Administration, bilateral meetings with Senators and Representatives, briefings to caucuses and engagements with key inter-locutors to gain bipartisan support in U.S. Congress including Alliance for Market Solutions and the International Conservation Caucus Foundation.</li> <li>○ Engaged with, and contributed inputs to, two multilateral reports – the 2022 Inter-Agency Task Force on Financing for Development FSDR and</li> </ul> </li> </ul>	<p>1 strategic partnership engagement plan developed</p> <p>A significant amount of partner engagement occurs in the 3rd and 4th quarter of the year, related to UNGA, UNFCCC COP27 other milestones; preparations already ongoing in advance of these events</p>

KPI	Description	2023 WP target	Activities conducted to support delivery of the KPI	KPI status as at 31 May 2022
			the 2022 Roadmap for Accelerated Implementation of the Vienna Programme of Action for Land locked developing countries (LLDCs) of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS)	
6.8	Percentage of high risks audited or reviewed in a year	90%	<ul style="list-style-type: none"> <li>Currently finalizing the audits of Risk Management Processes and Post-approval Processes and commenced an audit of the Readiness and Preparatory Support Programme.</li> </ul>	<p>Not yet due</p> <p>The Risk Management Framework is being re-assessed The result of this KPI will depend on the high risks identified as part of the Risk Management Framework review</p>

## **Annex II: Summary of feedback received during third sectoral guide consultation period (15 November 2021 to 7 March 2022)**

1. Tables 1–3 contain a summary of general feedback received on the Health and Well-being, Water Security and Low Emission Transport sectoral guides between 15 November 2021 and 7 March 2022 (extended). The guides and the full list of comments received from a variety of stakeholders, including members and alternate members of the Board, advisers, national designated authorities, accredited entities, civil society, and public sector organizations and other GCF partners, are available on the HYPE Innovation platform under their respective sections.

2. Feedback received on the Health and Well-being sectoral guide fell within these topics: (i) general feedback; (ii) inclusivity; (iii) climate change; (iv) One Health; (v) gender and youth; (vi) zoonotic epidemics; (vii) finance; (viii) knowledge/capacity development; (ix) technologies; (x) paradigm shifting pathways (PSPs) and (xi) role of the GCF.

3. Feedback received on the Water Security sectoral guide fell within these topics: (i) general feedback; (ii) inclusivity; (iii) integrated water resource management; (iv) Sustainable Development Goals; (v) water, sanitation, and hygiene; (vi) climate change; (vii) private sector role; (viii) governance; (ix) water demand management; (x) PSPs; (xi) barriers to and enablers of PSPs; (xii) cross-sectoral water issues; (xiii) finance; (xiv) technology; and (xv) public–private partnerships.

4. Feedback received on the Low Emission Transport sectoral guide fell within these topics: (i) general feedback; (ii) inclusivity; (iii) environmental impacts; (iv) PSPs; (v) climate change; (vi) cross-sectoral issues; (vii) governance; (viii) technology; (ix) finance; (x) private sector role; (xi) knowledge/capacity development; and (xi) role of the GCF.

**Table 1: Summary of feedback received on the *Health and Well-being* sectoral guide**

Topic	Summary of comments
General feedback	<ul style="list-style-type: none"> <li>• Add greater emphasis on the post COVID-19 recovery agenda and a joint narrative addressing the health of the planet and of people.</li> <li>• It would also be helpful if there was an equity lens. One of the barriers could be the ability for marginalized communities, such as women, children, older people, and people living with disabilities, to access health care.</li> <li>• GCF can use capacity-building and communication strategies to have more health projects in priority regions, such as those with high potential (or track record) of epidemics, hurricanes, and droughts.</li> <li>• The sectoral guide could use language that is more closely aligned with that used within the World Health Organization (WHO), to aid the development of more coherent policies. Common vocabulary should be used among organizations, such as between GCF/United Nations Framework Convention on Climate Change and WHO/Convention on Biological Diversity.</li> <li>• Include the role of traditional, complementary, and alternative medicine (TCAM), which is an important aspect of healthcare services and widely practised by indigenous peoples in some developing countries. In most cases, the financing mechanisms listed in the guide may not apply to TCAM and the GCF should consider funding TCAM.</li> </ul>

Topic	Summary of comments
Inclusivity	<ul style="list-style-type: none"> <li>• Mention people who are more vulnerable to the health impacts of climate change (e.g. children, pregnant women, and new mothers, older people, people with a disability and people living in poverty) to provide more nuance to the phrase “vulnerable communities”.</li> <li>• Additionally, the guide should note that not all members of vulnerable communities are equally vulnerable or equality resilient. There is also a need to refer to land rights or customary rights or indigenous people and local communities more often in the document.</li> <li>• The role of civil society is side-lined in this draft. Civil society organizations (CSOs) can play crucial roles in all four drivers mentioned, as well as pathways 1 and 2. For example, CSOs are very experienced in community health outreach work and health service provision whether in normal, conflict, crisis-affected, or post-disaster settings.</li> <li>• Please note that building inclusive and resilient health systems requires strong political vision and leadership to ensure rights and quality of care for all.</li> <li>• The issue of equitable access to medicine could be added to the sectoral guide (e.g. vaccine inequities).</li> <li>• It may be worth noting the mobilization of the health sector and health professionals in support of climate change (e.g. Race to zero efforts, and commitments made at the Glasgow Climate Conference).</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>• Please note that “climate resilience” refers not only to extreme events but also to the effects of slow-onset climate changes.</li> <li>• Include “integrate climate and weather data in health surveillance systems” as an action in catalysing climate innovation and in mitigation actions in the health sector. Also include an action related to capacity-building of the health workforce.</li> <li>• It may be worth mentioning the indirect effect of climate change on health infrastructure. The effects of climate change could jeopardize critical infrastructure, destabilize various systems that support public health and represent a categorically distinct public health stressor. Additionally, the sanitation infrastructure is at risk of being damaged as a result of extreme weather (e.g. storms followed by floods) and due to impacts in coastal cities caused by sea level rise.</li> <li>• It is important to recognize that the impacts of climate on health are not evenly distributed. Women, girls, children, older people, people with disabilities, people living in poverty and other marginalized groups are most vulnerable.</li> <li>• Include a narrative on the indirect impact of climate change to health, to explain that climate change is a driver of desertification and biodiversity loss, which has a negative impact on health and well-being.</li> <li>• Mitigating and adapting to climate change can also be considered preventative measures, and efforts can be made to reflect this in indicators. Measuring can help reinforce the importance of climate action.</li> <li>• Health and well-being need to be addressed through multisectoral collaboration to reduce and prevent climate-related risks to health and</li> </ul>

Topic	Summary of comments
	<p>to minimize unintended consequences that could undermine the health of communities. Actions to reduce/prevent climate-sensitive health risks will not just come from within the health sector. Multisectoral collaboration is essential between the health and non-health sectors that influence climate and affect health.</p> <ul style="list-style-type: none"> <li>• Mention “nature-positive” when referring to “climate resilience”.</li> <li>• The guide emphasizes adaptation more than mitigation. Mitigation strategies such as the use of renewable energy in the health sector, the use of reusable health care products, the choice of medicines (e.g. rational use of medicines that limit quantities of medicines consumed, use of gas for anaesthesia versus other means, choice between oral and intravenous delivery of medicines, bulk versus individual packaging, which affects production of biomedical wastes) and the digitalization of information are of equal importance for climate planning and financing. Mitigating the impacts of climate change on health also presents an opportunity to build on a One Health approach – a collaborative, multisectoral and transdisciplinary approach to achieve best health outcomes recognizing the interconnection between people, animals, and the planet.</li> <li>• Consider including unwanted pregnancies on the list under extreme weather conditions.</li> <li>• Suggest adding one or two more case studies on projects aiming to reduce health-related vulnerabilities to climate change. Examples include plans to address the impacts on health of heat extremes, the expansion of vector-borne diseases.</li> </ul>
One Health	<ul style="list-style-type: none"> <li>• Make an explicit reference to One Health approaches when referring to health and climate and, when appropriate, position the biodiversity–climate–health nexus. One Health is critical to framing links between human health and environmental determinants (which include climate and biodiversity). One Health is also increasingly emphasized for national and international plans and strategies related to zoonotic diseases, food safety, antimicrobial resistance, and climate change. Moreover, the One Health approach is supported and promoted within the United Nations system through the Tripartite Plus group (i.e. the Food and Agriculture Organization of the United Nations, the World Organisation for Animal Health, the United Nations Environment Programme, and WHO).</li> <li>• When discussing co-benefits for health and the climate, also refer to other environmental benefits such as land management and biodiversity, and access to improved water supplies and to improved sanitation, including handwashing facilities. Any positive outcomes will also help human health and well-being.</li> <li>• Refer to the opportunity to position the biodiversity–climate–health nexus by also adding biodiversity in data-collection schemes.</li> <li>• Suggest adding a paragraph about fostering healthy environments by using biodiversity conservation, access to blue and green spaces in the draft.</li> <li>• The document should show a stronger connection between the key topics of health and well-being and access to safe and reliable water,</li> </ul>

Topic	Summary of comments
	<p>sanitation, and hygiene (WASH) services. It should further embed the new global paradigm of One Health.</p> <ul style="list-style-type: none"> <li>• Discuss links between health-related analysis using the environmental and social management system, Environmental and Social Policy, the Indigenous Peoples’ Policy, and the Gender Policy of the GCF, and its transparency and accountability provisions.</li> </ul>
Gender and youth	<ul style="list-style-type: none"> <li>• Overall, there is a lack of acknowledgement of the role that gender, and gender inequality play in climate change and resilience. The document should mainstream gender dimensions more fully overall, particularly acknowledging gender discrimination as a key barrier.</li> <li>• The document should include information related to adolescents and youth. Climate change can affect the mental health of young people in complex and diverse ways, especially those who are most marginalized and vulnerable. Further, young people have an active role to play in the response to the climate crisis through advocacy, implementing adaptation and mitigation activities, holding governments to account, and engaging in policy-making processes.</li> <li>• Consider health risks that primarily affect women and girls. For example, maternal health, sexual and reproductive health (menstrual health, early marriage, and early childbearing), and gender-based violence.</li> <li>• Gendered discrimination and its intersectionality need to be acknowledged as important cross-cutting contributors to health risks associated with climate change for all “exposure pathways” and thus with fundamental follow-up requirements for actions related to each of these pathways. This applies also to the discussion on gender neutral wording in the guide on household air pollution.</li> <li>• Include access to health care as a basic human right, gendered provision of health care/gender division of labour in the health care work force, and sexual and reproductive health and rights.</li> <li>• Include gender considerations in community actions (pathway 2). Prioritize empowering women and their active participation in community action. Include the word “women” in coalitions and knowledge to scale up success because, at the community level, women face barriers in accessing knowledge and data. In addition, the health needs of children, older people, people with disabilities and people who have migrated because of climate-induced impacts are diverse and should also be based on a life-cycle approach.</li> <li>• Include a paragraph outlining how the impacts of gender inequality are affected by climate change. There are needs in the health and wellness sector that impact resilience to climate change that could be outlined here, such as the small number of women in leadership/decision-making positions, which would contribute to filling resiliency gaps, as well as gaps in health system responsiveness to the needs of all genders, particularly women.</li> <li>• A specific challenge to be highlighted here is gender disparity in the health workforce in terms of leadership and decision-making positions. This disparity poses a challenge in terms of how the health sector can best respond to climate change and the unique ways it affects women</li> </ul>

Topic	Summary of comments
	and girls in the health sector.
Zoonotic epidemics	<ul style="list-style-type: none"> <li>• In addition to the threats to health and well-being from climate change mentioned in the guide, there should be a direct reference to “zoonotic epidemics”, which are driven by altering host-pathogen interactions. This reference is particularly significant because of the current situation the world is facing.</li> <li>• Another factor that became clear during the COVID-19 pandemic in many countries is the divide between decision-makers and researchers/scientist/medical experts.</li> <li>• It is important to specify that, in addition to the health benefits of climate change mitigation policies, there are also benefits in terms of preventing and reducing malnutrition. Moreover, the discussion of subsequent dietary changes should also include the increase in consumption of healthy and “safe” food, because mitigation policies should reduce the risk of food-borne zoonotic diseases and in general promote food safety.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• The draft has suggested the mainstreaming of climate adaptation in development policy, medium-term planning, and budgetary cycles in the health sector. It should also suggest that a developing country allocate funds from development to finance its mitigation and adaptation actions, because the health sector is spreading its development/health budget too thinly.</li> <li>• Under “mobilization of finance at scale”, the issues on privacy and misuse of personal data/information are concerning, especially those from poor and vulnerable communities that refer to private sector telehealth and public and private health surveillance.</li> <li>• Enhancing social protection instruments can increase the adaptive capacities of vulnerable groups to climate change. Can social protection be financed by the GCF and how could it be integrated into funding proposals?</li> <li>• Empowering the rural and marginalized communities, including indigenous people, and developing self-organized groups to implement local health programmes would be most beneficial and effective in reaching out to communities. However, expecting these groups to finance local health programmes would be an added financial burden on their shoulders.</li> <li>• “Results-based grants” may not be suitable for financing public healthcare provision, if the application of the instruments requires proof of results achieved before payment. Instead, the “results-based grants” financing approach may be more suitable for certain investments by private health care service providers, especially those targeted to inclusiveness and affordability of services provided for local populations to justify the receipt of GCF concessionality.</li> <li>• One aspect of the health system that should also be prioritized for funding is “service delivery” (in terms of preventative, curative, and palliative services). In many developing countries, the health services go to people (e.g. the COVID-19 vaccination programme being held at</li> </ul>

Topic	Summary of comments
	<p>community centres, public spaces, outreach from door-to-door). Community health outreach work is well established and effectively carried out by healthcare workers, CSOs and community members in remote areas.</p> <ul style="list-style-type: none"> <li>• GCF should prioritize funding public/national health service providers – in particular local-level health care – rather than private health care service providers, via direct access entities/enhanced direct access.</li> <li>• Gender-responsive financial instruments, such as concessional small-scale loan facilities, need to target/facilitate access to micro, small and medium-sized businesses.</li> <li>• Integrate women’s economic empowerment efforts into transformational planning and programming: specifically, advocacy/development/implementation of policies and legal frameworks in the health sector that are pro-poor and gender responsive.</li> <li>• It may be useful to specify that Gavi (the Vaccine Alliance) issues vaccine bonds through the International Finance Facility for Immunization tool, because it is an innovative, powerful, and award-winning financial tool that could be used as a blueprint for bonds for climate-sensitive health concerns.</li> </ul>
Knowledge/ capacity development	<ul style="list-style-type: none"> <li>• In addition to “ensuring access to knowledge and data for vulnerable people”, it is important to emphasize the importance of helping communities make sense of the data or translate the knowledge/data into actionable/understandable information. Learning approaches, human-centred design principles, and social and behaviour change communication approaches are core to this.</li> <li>• Knowledge exchanged with developed countries can also be beneficial (under principles of respect of traditional practices). Include promotion of research activities on traditional health practices and nature-based approaches.</li> <li>• Please note that the United Nations Development Programme hosts a network of organizations under the banner Sustainable Procurement in the Health Sector and has a “Sustainable Health in Procurement Project” which, among other things, aims to reduce carbon emissions from the health sector.</li> <li>• Under “Expansion and replication of knowledge” it is important to also highlight the need to share and exchange on what works and what does not. Transformation requires investment in monitoring, evaluation, learning and adaptive management.</li> <li>• Due to the “across-border” nature of climate and health threats, it would be important also to consider the importance of strengthening regional and international institutional capacity, in addition to capacity at the local, subnational, and national level.</li> <li>• The issues of the limited capacity of health care workers and the number of health care workers in developing countries needs to be addressed. This was clear during the COVID-19 pandemic and lessons should be learned from this.</li> <li>• Another important barrier that is missing is siloed interventions on climate with no or limited coordination or cooperation across relevant</li> </ul>

Topic	Summary of comments
	<p>ministries and/or sectors. This is especially relevant for climate actions that affect health outcomes.</p>
Technologies	<ul style="list-style-type: none"> <li>• The guide should promote the most appropriate technologies, which might not always be the most recent or “next generation”.</li> <li>• The focus on data-driven technologies (Internet of things, cloud computing, data partnerships) is presented without discussion of trade-offs/dangers, which include issues of data security/privacy, and accessibility and affordability of related services (such as telehealth).</li> <li>• Add green/sustainable procurement practices in catalysing climate innovation.</li> </ul>
Paradigm shifting pathways	<ul style="list-style-type: none"> <li>• Incorporate “community action in climate and health”. Funding proposals that have components to build the capacity of communities to engage in community-level climate-sensitive disease prevention and health promotion as well as facilitate communities’ engagement in climate-resilient health promoting behaviours are good examples.</li> <li>• Highlight that insufficient community engagement can reduce the effectiveness and success of a project, so it is important to encourage the community’s active participation/engagement and transparency throughout the project while listening to their needs and concerns.</li> <li>• The paradigm shifting pathways should also address safe motherhood issues associated with climate change and disaster management.</li> </ul>
Role of the GCF	<ul style="list-style-type: none"> <li>• Privatization of health services is a complex topic, especially in the context of poverty. It is important to clarify to what extent private arrangements are desired and who is going to bear the costs. What would be position of the GCF and governments?</li> <li>• The document refers to “making GCF operations more efficient and more effective”: how is this being measured?</li> <li>• Consider adding the post-2020 global biodiversity framework (once adopted), which sets out a vision of living in harmony with nature by 2050.</li> <li>• Add the following text related to the legal aspect under “Country ownership”: “Meanwhile, when it comes to project evaluation and approval, it is important to consider projects’ compliance with related international laws, national laws, and regulations.”</li> <li>• Consider adding a reference to ecosystem restoration and ecosystem-based approaches that also catalyse positive health outcomes.</li> <li>• Include in the impact section under “WASH in health care” an investment area that needs to be climate resilient (i.e. against climate shocks and risks such as droughts or flooding).</li> <li>• It might be good to clarify what kind of private sector investments and financing are being considered by the GCF. Are they referring to national and international non-governmental organizations as private sector or corporates?</li> <li>• Mainstream (i.e. integrate) climate adaptation in health systems and strengthen development policy, medium-term planning, and budgetary</li> </ul>

Topic	Summary of comments
	<p>cycles in the health sector.</p> <ul style="list-style-type: none"> <li>• Add gender analysis alongside feasibility assessments as a means of improving financing and investments to reduce risks of failure.</li> <li>• Alternative service delivery approaches should also be considered on the list of priorities.</li> </ul>

**Table 2: Summary of feedback received on the *Water Security* sectoral guide**

Topic	Summary of comments
General feedback	<ul style="list-style-type: none"> <li>• The logo on the top right corner suggests two males (and sleeves imply western dress) controlling water. Please consider a more gender-neutral, south-biased logo.</li> <li>• For countries in situations of fragility, conflict, and violence, it is crucial to find ways to address water insecurity, giving support that is adapted to such settings and easing access to funds which could sustain that specific support. GCF should consider an approach tailored to those countries in its strategic and sectoral plans.</li> <li>• The right to water and the right to sanitation are fundamental human rights that should be reflected in all comprehensive goals, and there should be agreed definitions in order to ensure normative framing for any recommendations proposed throughout the sector guide. Consequentially, the reference should be to “right holders” instead of referencing “customers” throughout the guide.</li> <li>• Address the issue of human rights in the main text: namely, its relationship to other key concepts and principles such as inequalities in water allocation and control, in the context of climate vulnerability and gender.</li> <li>• It may be worth elaborating on what “water scarcity” means or entails. For example, the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR6) <a href="#">Working Group 2 Summary for Policymakers</a> states that water scarcity considers, for example, “water availability in general, groundwater, water quality, demand for water, drought in cities”. This can help the GCF ground its sectoral guide in the science associated with climate impacts.</li> <li>• “Paradigm shift pathway” is one example of jargon that will make it difficult for water sector professionals to understand the guide.</li> <li>• What would be useful is to add a short paragraph that highlights the main challenges met by each project in implementing activities that focus on water security, and how the accredited entity went about addressing them.</li> <li>• Although GCF prioritizes African countries, least developed countries (LDCs) and small island developing States (SIDS), it is equally important to speak to countries that are yet to be recognized as among those most vulnerable to climate change (e.g. countries in situations of fragility, conflict, and violence).</li> </ul>

Topic	Summary of comments
Inclusivity	<ul style="list-style-type: none"> <li>• The draft guide does not refer to, and does not take into consideration, the GCF Environmental and Social Safeguards, the Gender Policy, and the Indigenous Peoples Policy. Those core frameworks and policies need to be referenced explicitly and considered.</li> <li>• A stronger emphasis could also be given to the gender part of water security and the massive role that women play in water management in many developing countries. Not recognizing these elements could jeopardize the success of upscaling valuable initiatives and could limit the impact of developing countries in their efforts to adapt to climate change and implement the Sustainable Development Goals (SDGs).</li> <li>• The guide should take account of lessons learned from and include references to resources on the stories told by campaigns on “Women and Water”, including the We Women Are Water campaign by the Global Alliance of Green and Gender Action in 2021, in which the women’s role, demands and actions in ensuring water security in the face of climate change are highlighted.</li> <li>• While “integrate social and gender-sensitive dimensions of water security interventions” are mentioned for one of the two pathways, this is not further expanded upon; nor is it applied and described in the draft guide.</li> <li>• The draft needs to emphasize that the people most vulnerable to the impacts of climate change are often the poorest or excluded in society. Women – as both water managers and water carriers – are critical stakeholders in water security.</li> <li>• The water security guide should reflect gender sensitivity and should target vulnerability as important cross-cutting issues.</li> <li>• The practices of indigenous peoples can also effectively conserve and sustainably manage water resources. These practices need to be recognized and acknowledged in the document.</li> <li>• The “number and level” of stakeholder engagement should also specify “inclusiveness and gender responsiveness” of key decision-making processes in water management.</li> <li>• Include a narrative on “valuing local and traditional knowledge, including of indigenous peoples, in decision-making and recognizing the need for widespread community support.”</li> </ul>
Integrated water resource management	<ul style="list-style-type: none"> <li>• Issues such as poor water governance, and divisions and tensions among groups or with neighbouring countries make the full and country-wide implementation of integrated water resource management (IWRM) extremely complicated in countries in situations of fragility, conflict, and violence.</li> <li>• The draft sector guide focuses on water security and IWRM primarily in the context of adaptation, but it should also acknowledge that mitigation projects should consider the potential co-benefits for water security as well as the potential negative impacts mitigation projects could have on water security.</li> <li>• IWRM approaches should coordinate the use of scarce water resources among users.</li> <li>• In relation to including water supply and sanitation in the broader</li> </ul>

Topic	Summary of comments
	<p>IWRM discussion around water security, it is current unclear whether it is the water utility or the national water agency that is the primary target for support. Perhaps it is both? The beneficiaries of support should be placed front and centre in the way the guide is framed.</p> <ul style="list-style-type: none"> <li>• Take note that “enhancing water conservation, water efficiency and water reuse” is water demand management and is part of IWRM.</li> <li>• Include hydrological study/water balances/modelling/monitoring as one of the actions under the pillar “transformation planning for IWRM”.</li> <li>• Regarding the role of ecosystem-based management/ecosystem services, include how utilities need to consider sustainable management and conservation of source water as part of IWRM and nature-based solutions to multiple climate problems in the water sector.</li> <li>• Please provide details of the regulatory frameworks needed for integrating nature-based solutions in the water sector, because these are integral to IWRM.</li> </ul>
Sustainable Development Goals	<ul style="list-style-type: none"> <li>• Place more emphasis on the integrated nature of water and its relationship to several of the SDGs (notably SDG5 regarding gender equality, and SDG14 and SDG15).</li> <li>• It would be best if the thematic scope cuts across SDG6 targets and covers water as a resource (i.e. demand management, IWRM and water management, as per the current two proposed pathways) and as a service (targets 6.1 and 6.2 on drinking water and sanitation) so that this guide discusses the adaptation-related needs of water supply and sanitation infrastructure and services.</li> <li>• There is ample reference to IWRM in the document being a central principle to SDG6. However, SDG6 also has a target relating to participatory water management, which is a matter that receives little attention in the main text. This also applies more generally, such as principles of inclusive development and (gender) equality, which are integral to the SDGs, but receive little mention in the main text.</li> <li>• The SDGs are premised on enhancing inclusive development and equality, while SDG6 is focused on community participation. A section discussing “where the water sector needs to be” should therefore recognize these social goals as well.</li> </ul>
Water, sanitation and hygiene	<ul style="list-style-type: none"> <li>• It is suggested that water, sanitation and hygiene (WASH) merits its own technical annex, noting that it has an inherent association with water security that extends beyond “flood” and “drought”. Also, consider climate-resilient WASH as the third paradigm shifting pathway, which would strengthen the guide.</li> <li>• It would be good to add here the latest estimates by the UNICEF-WHO Joint Monitoring Programme (JMP) showing that 2 billion people lack access to safely managed drinking water and 3.6 billion lack access to safely managed sanitation (source: <a href="https://washdata.org/">https://washdata.org/</a>). This is important because people without proper services are those most vulnerable to the effects of climate change.</li> <li>• The dimension of “Access to WASH services” is not mentioned. The data from JMP can provide the context for this part, and should be used, for</li> </ul>

Topic	Summary of comments
	<p>example, to help show the most climate-vulnerable populations at the national and subnational level.</p> <ul style="list-style-type: none"> <li>• The WASH sector has proposed frameworks that countries are already working with, including when developing WASH-related proposals to GCF. Such WASH tools could be referenced in this guide.</li> <li>• The guide should include a WASH pathway to ensure that water supplies and sanitation systems (which are dependent on water for safe operation) are indeed climate resilient – in both urban and rural contexts.</li> <li>• The provision of WASH services in areas that become under risk due to climate change hazards is another critical avenue for adaptation that could be included in the text. In addition, creating adaptive capacity through strengthening water governance systems and capacity development at all levels is another critical element for reducing vulnerability and improving adaptation.</li> <li>• In relation to the adaptation needs for WASH, it is resilient access that helps to decrease the exposure of populations to risk and reduces vulnerability.</li> <li>• It would be good to reflect this more clearly in the name of the “pathway” and brand it as “Strengthen integrated water resources and water supply and sanitation services”.</li> <li>• Institutional arrangements and WASH governance needs to be strengthened around climate resilience. At the policy level, the integration of climate and development strategies and plans is needed to help raise ambition and to safeguard a climate-vulnerable sector such as WASH.</li> <li>• The provision of resilient WASH services clearly reduces vulnerability and is a strong part of adaptive capacity. Therefore, the overlap of lack of access to WASH services with high exposure to climate hazards needs to be prioritized, especially in the LDCs and rural exposed areas (i.e. those that have contributed least to climate change).</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>• There is no mention of the negative effects that adaptation and mitigation projects may have on water security. Many local communities are affected by water pollution or lack of access to water because of large-scale hydropower dams, or large agricultural or geothermal climate projects.</li> <li>• Include in the opening paragraph the impacts of climate change on water security. It is recommended that a reference be included to the recently released IPCC AR6 <a href="#">Working Group 2 Summary for Policymakers</a>, because it notes the impacts on water security already and how they will be exacerbated in the future.</li> <li>• Consider including a narrative that climate change is adding pressure to already existing challenges affecting water security; namely, urbanization, population growth and diversifying diets.</li> <li>• Unpredictable and irregular changes to precipitation patterns are also key factors in future climate scenarios and are expected to endanger water security and introduce increasing uncertainty in water resource management.</li> <li>• Building bigger and stronger is not enough. It is recommended that re-</li> </ul>

Topic	Summary of comments
	<p>designing infrastructure should focus on nature-based solutions (i.e. solutions that work with nature rather than against it). Nature-based solutions provide greater resilience from the uncertainties of climate change because it leaves a broader range of options to cope with that uncertainty.</p> <ul style="list-style-type: none"> <li>• It is inappropriate to make a blanket suggestion that planners should over-design infrastructure because of climate change. This is not the most prudent way of dealing with uncertainty. Rather, it may be one of the solutions, but only where there is more certainty around future flood and drought risks. And where there is high uncertainty, it should be one of many options considered to hedge against this uncertainty.</li> <li>• Water security also has mitigation implications, but these – including non-revenue water reduction and energy-efficiency improvements, emissions associated with reservoir construction, integrating renewables into water infrastructure, nature-based solutions, methane, and nitrous oxide reductions – are dealt with as an afterthought in this sectoral guide. Adaptation and mitigation considerations should be integrated in terms of water security, enhancing activities from the get-go.</li> <li>• Avoid the term “climate proofing” here and throughout the document since this is a misnomer and not possible.</li> <li>• As not all water-related hazards have a climate rationale (e.g. tsunamis) it would be best to refer here to climate-related hazards (which is mentioned in the <a href="#">UN-Water dimensions of water security</a>).</li> <li>• It is appreciated that this draft recognizes that the water sector can contribute to increased greenhouse gas (GHG) emissions and that these contributions are often undercounted. However, it should also recognize that the areas shown in the draft (e.g. energy production, industrial and agricultural production) may have significant impacts on water security as well. It must also be acknowledged that wetlands function as significant carbon sinks, so disturbing them for human use will have important consequences for increases in emissions.</li> <li>• Consider explicit consideration of how approaches using ecosystem-based adaptation/nature-based solutions can meet needs across adaptation and mitigation, and what would be needed for their systematic and consistent consideration in the water sector to achieve transformative changes.</li> <li>• It is important to mention that the understanding of relevant water hazards and risks should be mainstreamed not only in national adaptation plans but also in adaptation plans at basin level. Indeed, climate change knows no borders.</li> </ul>
Private sector role	<ul style="list-style-type: none"> <li>• It is very problematic that private sector engagement in the water sector is caveated with “by supporting full cost recovery through direct and indirect charges.” It is not the task of GCF (concessional) finance support to enable full cost recovery of the private sector. There is no reference to the negative impacts on water service provision and for affected people and communities related to full cost recovery in terms of accessibility and affordability of water services and the provision of water services as a public good.</li> </ul>

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	<ul style="list-style-type: none"> <li>• The statement “scaling up solutions for climate change mitigation and adaptation in water security requires the mobilization of private and commercial capital faced with limited public funding available” is concerning. The notion that it “requires” private finance prejudices the type of finance. It also risks creating situations where water, which is a public good, is privatized and instead of protecting the right to water and water security, it undermines and harms water security.</li> <li>• Enabling private sector participation by supporting full cost recovery, especially when trying to introduce new, and potentially expensive technologies, could result in negative impacts on access to services for people with low incomes, thus threatening their human rights to water and sanitation.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Issues on water governance are missing. It is important to reinforce water governance through processes of coordination, consultation, and participation in which all the actors involved (administrations, managers, users, and all other stakeholders) intervene in the decision-making process.</li> <li>• Emphasize the importance of strong water governance and institutional frameworks. The benefits of any technical water-use efficiency gains can only be distributed equitably and sustainably with strong institutional purpose and means.</li> <li>• The “quality” of governance is one of the key limitations.</li> <li>• Include the need to hold decision-makers to account. Accountability mechanisms should be strengthened. Strengthening accountability at different levels of governance and between different types of partners (civil society, public and private) will build trust and partnerships.</li> <li>• Recognize that competing interests are a threat to inclusive and sustainable water management, and there is a need for a responsive and inclusive governance arrangements to mediate between them.</li> <li>• Include the importance of collaboration among countries.</li> <li>• GCF should support basin/regional organizations to create and strengthen integrated climate development policies.</li> </ul>
Water demand management	<ul style="list-style-type: none"> <li>• In the section on “Demand management”, differentiate between business/industrial use and household/individual use of water.</li> <li>• In the water demand management approach, the focus is on behaviour change at the level of individual consumers. Incentive systems at the sectoral level may be more effective and may even be necessary to ensure that changes are sustainable.</li> <li>• Water demand management also makes it necessary to look at and govern the water–energy–agriculture nexus.</li> <li>• Demand management provides co-benefits: the reduction of water loss results in the need to pump less water, which saves electricity costs and might support a reduction of GHG emissions (depending on the energy source used).</li> </ul>

Topic	Summary of comments
Paradigm shifting pathways	<ul style="list-style-type: none"> <li>• Given the quote from the <a href="#">2013 UN-Water report on water security</a> provided in the guide, the GCF water pathways could benefit from referencing the four UN-Water dimensions of water security.</li> <li>• A “new paradigm” is referenced here and throughout the document. Many of the approaches referenced and described throughout the document have been around for decades. It does not make a convincing case for a paradigm shift needing to happen in the first place, let alone what needs to be done concretely to get there. The full integration of mitigation and adaptation may be more akin to a new paradigm, but this is not the direction that the sectoral guide takes.</li> <li>• The two proposed pathways do not represent well the adaptation needs of the WASH sector. Demand management for populations that do not have resilient access to water supply still has a long way to go. The populations need new infrastructure and new water and sanitation services, and these need to be planned carefully to withstand the impacts of climate change.</li> <li>• The two proposed pathways significantly overlap with one another. The strategy would benefit from further clarifying which activity belongs under which pathway.</li> <li>• There is a need for a clear criterion, including no-go areas for “climate proofing of water infrastructure” to avoid the misallocation for maladaptive purposes of scarce GCF resources being used as continued support for and expanding the lifespan of large dams. These dams have disastrous environmental and social impacts and contribute damaging CO<sub>2</sub> emissions.</li> <li>• Include managed aquifer recharge as one of the “alternative water supplies”.</li> <li>• The paradigm shift in the text refers to multiple dimensions of resilience and mitigation as well as financing aspects. The investment criteria focus only on the financing instruments offered. This is limited to one aspect that is depending on the debt absorption capacity of the partner country.</li> <li>• Under paradigm shift criteria, the “volume of biogas and biomass” recovered from wastewater is an entirely unsuitable indicator for a paradigm shift in water security. This reference should be removed.</li> <li>• The indicators associated with “paradigm shift” in the table under water conservation, efficiency, and re-use appear to be closely linked to discreet project impacts, whereas more structural/macro level types of indicators should be included there too (e.g. regulatory aspects, policies established).</li> </ul>
Barriers to and enablers of paradigm shifting pathways	<ul style="list-style-type: none"> <li>• Consider increased water capture and management through nature-based solutions because these are innovative, particularly if they are linked with an ecosystem-based payments (i.e. a results-based payment scheme) and as part of an integrated strategy.</li> <li>• Include governance as one of the barriers, because there are institutions not delivering.</li> <li>• Further detailed analysis on barriers is needed.</li> </ul>

Topic	Summary of comments
	<ul style="list-style-type: none"> <li>• This document should also acknowledge that barriers to water security can also be mitigation strategies that have significant impacts on water. These potential mitigation approaches should be named, and it should be emphasized that, in assessing mitigation projects, accredited entities and other project developers should consider and implement ways to mitigate negative impacts on water security, including the possibility that a mitigation strategy might be inappropriate depending on the circumstances.</li> <li>• The descriptions of barriers and enablers, GCF investment criteria, and theory of change are very useful for technical experts preparing GCF proposals.</li> <li>• It would be useful to explain that the barriers and enablers listed here are those commonly found in developing economies, but that situations will also typically be country-specific (more or fewer barriers/enablers according to local characteristics, with vulnerability and water scarcity levels often playing a role).</li> <li>• More important than “environmental technologies” would be taking an ecosystem-based/landscape approach to water management and to ensure that environmental safeguards are in place to protect the entirety of water systems. The “environmental key barrier and enabler” should be focused not only on building new environmental technologies, but also on the health of the entire water cycle and ensuring its sustainable functioning.</li> <li>• It is recommended that gender be mentioned in the barriers and enablers section.</li> <li>• On institutional and regulatory barriers, it is important to mention that the lack of adequate transboundary cooperation in shared water basins can negatively affect water allocation among countries and sectors, regional stability, and resilience of populations.</li> <li>• It is recommended that other challenges be added, including socioeconomic development, environmental land degradation, competition for available freshwater resources, inefficient/poor infrastructure (in addition to ageing), complex geopolitical and economic environments (uncertain energy prices), improved attention to environmental issues and weak institutional frameworks.</li> <li>• Include lack of access to safely managed water supplies as one of the challenges that the water sector is facing. There are people who live with water insecurity, and many are also vulnerable to the impacts of climate change. A point could also reflect on the huge disparities in access to water supply and sanitation in urban centres versus rural populations.</li> <li>• The enablers to achieving a paradigm shift could be aligned with the enablers highlighted in the recently approved integrated results management framework.</li> <li>• Local context and the traditional knowledge of indigenous peoples and local communities should be considered and consulted in the development of solutions and technologies.</li> </ul>

Topic	Summary of comments
Cross-sectoral water issues	<ul style="list-style-type: none"> <li>• Consider increased water capture and management through nature-based solutions as innovative, particularly if they are linked with ecosystem-based payments (i.e. a results-based payment scheme) and as part of an integrated strategy.</li> <li>• Include a point on how to balance different water uses (i.e. water for agriculture, for domestic and industrial uses, and integrating water for ecosystems), which is needed to keep the hydrological cycle. Addressing competing uses and trade-offs will help to enhance resilience.</li> <li>• When updating innovation lists, include adoption of nature-based solutions as part of the innovative design of water security projects.</li> <li>• Broaden the scope and include issues of property rights that are important for water governance as well as regulations on water finance architecture.</li> <li>• Monitoring and data collection are necessary for all developing countries, as information is key to measuring and managing resources. Combine technologies for water monitoring with other innovations, to ensure effective financing.</li> <li>• Rather than focusing only on national SDG priorities, it is important to also take into consideration basins/regional priorities when dealing with larger-scale projects.</li> <li>• Include the multiple co-benefits of ecosystem-based mitigation and adaptation to climate change that contribute to water security and health of freshwater ecosystems.</li> <li>• Integrate restoration/maintenance of ecosystems surrounding cities for improving access to water (this goes beyond “sponge cities”, with the need for city planning and policies to consider areas outside the city). Ecosystem-based management includes these aspects and should also be included under “transformational planning and programming”.</li> <li>• In the context of climate action, transformations are needed in several areas where water plays a key role, such as urban development, agriculture, and energy. It might be useful as an introduction to highlight how the proposed paradigm shifts affect these sectors.</li> <li>• Include soil/land degradation due to flooding among the critical risks triggered by climate change, because flooding leads to rapid siltation of water bodies. Dam sedimentation could also be included.</li> <li>• There is limited recognition of the role of biological sanitation, which often does not use energy.</li> <li>• Ensure that methane is specifically mentioned as one of the GHG emission sources, because methane released from municipal wastewater treatment plants is a significant contributor to global methane emissions.</li> <li>• Dietary changes are also important when using water more efficiently. Keeping livestock for meat production requires water by itself, but indirect water use through the inefficient conversion from fodder to meat also requires a lot of water.</li> <li>• A suggestion is to add here some ideas/examples on reducing water-related climate vulnerability in rural areas. There are a few projects that target communities in rural areas.</li> </ul>

Topic	Summary of comments
	<ul style="list-style-type: none"> <li>Projects generating public benefits without financial returns should be included here (e.g. reforestation of watersheds).</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Include mechanisms to incentivize integration of nature-based approaches within “energy positive water utilities”.</li> <li>The possible actions laid out for the pathway on mobilizing finance at scale presupposes strong, committed, and functional public institutions and stresses mobilization or leveraging of private sector investments as the means to increase the flow of the same. The weight on financial instruments (such as blended finance, de-risking tools, creditworthiness through credit enhancements and de-risking, ecosystem-based insurance, disaster-risk insurance and bonds, blue-green bonds) de facto excludes countries suffering from conflict and violence, as actors with presence and trajectory in these settings do not yet have the organizational mandates, systems and resources to use private capital effectively.</li> <li>For projects to have greater impact, the possibility for transboundary projects to accede Global Environment Facility funds should be encouraged, and the transboundary/regional dimension of the project should be assessed as an added value.</li> <li>In addition to listing the exorbitant costs of climate resilient water infrastructure , it is helpful to also describe/quantify the benefits. The World Bank's Lifelines report shows that every dollar invested in resilient infrastructure (including water) yields USD 4 in benefits from avoided service disruption, etc.</li> <li>It should be noted that the coalition of public development banks in the water and sanitation sector, the Water Finance Coalition, created at the initiative of Agence Française de Développement within the framework of the 2020 Climate Investment Funds, seems to fit perfectly into the following axes: “Collaborate with development finance institutions, international finance institutions, and ‘patient capital’”; and “private investors to mobilize investment at the portfolio level and support the expansion of domestic financial investment throughout the water sector”.</li> <li>Technical assistance in countries characterized by structural and institutional weakness could be delivered first, in line with global objectives and commitments on water security and resilience, and not conditional on blended finance outcomes.</li> <li>Instead of large sums of money, having many smaller sums can also mobilize funds at scale. Existing national and regional small grants funds have been proven as effective ways to reach those at the forefront of protecting and sustainably managing water resources, notably women and women-led community-based organizations.</li> <li>In the case of LDCs, grants should also be an opportunity to finance investments that would not be funded otherwise (i.e. where there are no expected/insufficient returns and no public budget).</li> <li>Within the discussion on GCF financial instruments, there is only a limited discourse on grant provision. Specifically, there is no mention of grant financing in support of public goods provision, including as full-</li> </ul>

Topic	Summary of comments
	<p>cost grant.</p> <ul style="list-style-type: none"> <li>The business case for financing water security interventions should explicitly acknowledge that “The benefits from strategic investment in water security” is not only financial, but also social. The financial benefits from investments in water security will also come from the fact that water security will reduce the risks of conflict (i.e. wars or other armed conflicts worsened or caused by lack of access to water) and so ensuring the right to water has a financial co-benefit.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Include a section that discusses potential risks and threats associated with technologies (costs, data insecurity etc.).</li> <li>GCF priority countries (LDCs, SIDS and African countries) often lack the infrastructure, experience and data for technologies driven by big data. Focus on the use of data for water management (i.e. use of statistics such as meteorological data, water consumption statistics) and then include Internet of Things and smart digital management as a possibility.</li> <li>The use of the Internet of Things, blockchain technology plus smart contacts and artificial intelligence are indeed innovative tools for resolving water challenges in different contexts. However, lessons learned have shown that there is a lack of international standards, guidelines, and regulations about blockchain technology. Disrupted power supplies, for LDCs and SIDS, raises the question of the effectiveness of the abovementioned technology.</li> </ul>
Public-private partnerships	<ul style="list-style-type: none"> <li>With respect to public-private partnerships (PPPs) as adequate financial instruments, descriptions of their suitability for water security should include the significant downsides of PPPs with respect to contractual transparency, long-term fiscal burden for the governments with public sector/host country liability.</li> <li>Note that irrigation is a sensitive subsector for PPPs. Often, where project revenues do not cover the full cost of an operation and maintenance system, a PPP will be equally unsustainable.</li> <li>There is a growing body of evidence pointing to the high transaction costs and threat to human rights (to water) associated with PPPs. It is recommended that there should be a much more nuanced discussion of PPPs that recognizes contextual factors and potential drawbacks.</li> <li>PPPs have proven to be complex to put together, with several well-known examples of governments being undermined by more capacitated partners. The on-the-ground reality is that in rural communities, water cannot be bought, so the private sector case is weak. Can GCF produce more realistic small-scale options too?</li> </ul>

**Table 3: Summary of feedback received on the Low Emission Transport sectoral guide**

Topic	Summary of comments
General feedback	<ul style="list-style-type: none"> <li>• Please show an example of a project where blended finance was used (if applicable).</li> <li>• Replace the example for greening of inland waterway transportation using hydrogen with a more efficient project (e.g. rapid bus transit system).</li> <li>• The draft says that the sectoral guides for cities, buildings and urban systems cover the “Avoid” aspect to a large degree, but it plays only a minor role in the Low Emission Transport guide. Please develop a supplementary document on the matter and/or include explanatory text in all relevant sectoral guides.</li> <li>• Vehicle fuel economy is important for reducing CO2 emissions from transport, as there is a close relationship between emissions and energy used. Please promote specific policies that have already proven their efficiency when implemented with care (e.g. vehicles energy performance policy).</li> <li>• Please address the issue related to freight and urban logistics. The possible contributions of decentralized cooperation or of some networks linking local authorities could also be mentioned. This would contribute to experience and knowledge exchange, expertise on projects, contribution to their elaboration and implementation, training, sharing of good practices, and so on.</li> </ul>
Inclusivity	<ul style="list-style-type: none"> <li>• A wider female-focused lens is needed in the document overall because needs for and access to transport affect men and women very differently.</li> <li>• Each of the three pathways focus on “Coalitions and knowledge for success”. It is important that the GCF encourage applicants to apply a gender-sensitive approach to these activities to ensure that cultural norms are addressed so that women and girls can be at the centre of planning and solutions.</li> <li>• Take note that public transport and two-wheeled vehicles are most important for mobility of women in developing countries, particularly among lower middle-income households. Studies by the United Nations Environment Programme and the International Council on Clean Transportation have shown that women in these household groups have historically kept higher daily trip rates than those in upper middle-income and high-income households. This shows that women in lower middle-income/low-income households tend to commute for work more often than their upper middle-income/high-income counterparts. The preferred modes of transport for women of these households are public transport and two-wheeled vehicles.</li> <li>• Take note that electric mobility lowers energy costs, reduces pollution and most electric vehicles (EVs) are smart vehicles with safety features built in and hence are quickly becoming the preferred modes of transport for women in developing countries.</li> </ul>

Topic	Summary of comments
	<ul style="list-style-type: none"> <li>In the section on transformational planning and programming, specific consideration should be given to people with disabilities and their transport needs, in addition to prioritizing the access and safety of transport for marginalized groups such as women, older people and children.</li> </ul>
Environmental impacts	<ul style="list-style-type: none"> <li>Include the environmental impacts from the increase in lithium mining needed to meet the growing demand for EVs.</li> <li>Add negative externalities are not factored into the price of current transport systems (e.g. the costs of air pollution).</li> <li>There is interest among lower middle-income countries in quickly transitioning to clean transport to reduce the burden of air pollution on health and the economy. This dimension should be reflected more strongly, backed by recent references from the literature.</li> <li>There is a need to focus more on reducing the risks of possible negative impacts, such as from poor management of batteries (requiring projects to propose strategies for reuse of batteries and recycling, in line with national policies, where they exist), as well as from the production of hydrogen and biofuels.</li> <li>The mitigation potential of zero emission fuels (E-fuels, green hydrogen) for road transport is limited. Maturity and availability of these technologies is not a given. Maximum impact should be expected through behavioural changes (i.e. Avoid and Shift).</li> <li>The analysis of the impact potential should include an assessment of alternative approaches with a view to the principle of sustainable urban transport “Avoid–Shift–Improve”.</li> <li>Take note that biofuels can compete with food supply and are also linked to major deforestation, destruction of biodiversity and water consumption. Biofuels may also be produced using non-sustainable agriculture fertilizers and pesticides. In relation to electric power, the way biofuel is produced is also a major concern.</li> <li>It is important to include that biofuel cultivation, such as on peatlands and natural grasslands, may pose significant risks for biodiversity and may affect the future need for natural resources and ecosystem functions and services. There is a need for biodiversity safeguards even when considering second-generation biofuels.</li> </ul>
Paradigm shifting pathways	<ul style="list-style-type: none"> <li>The guide focuses on concrete solutions (public transport, electric mobility and zero emission fuels). Please include a fourth strategic pathway for the paradigm shift towards low emissions bolstering land use and mobility planning. In addition, please include reference to cradle-to-grave planning approaches and make a distinction between solutions for passenger transport and freight transport.</li> <li>One way to accelerate transition of private and public transportation is to reduce end-user prices of EVs, and to support fleet substitution. Motorcycles have become a predominant means of individual transport in developing countries. Targeted actions to reduce demand for this type of individual solution should be considered and fostered.</li> <li>Replace the pathway “Supporting scale up of new generation zero</li> </ul>

Topic	Summary of comments
	<p>emission fuels” with “Supporting scale up of autonomous transport systems”. This change requires coordinated efforts with other sectoral guides such as IT infrastructure, cities, and urban systems.</p> <ul style="list-style-type: none"> <li>• The proposed three PSPs are relevant. Although the sectoral guide does not supply justification for them against alternative foci, the three pathways reflect a comprehensive approach of transport systems and are mutually reinforcing.</li> <li>• To reflect the low importance and application of hydrogen and second-generation zero emission biofuels in the 2020s, in developing countries, and the persisting technological challenges, remove the pathway “Supporting scale up of new generation zero emission fuels” and present it as a measure of last resort under the pathway “Rapidly electrifying transport systems”.</li> <li>• It is important to include that biofuel cultivation, such as on peatlands and natural grasslands, may pose significant risks for biodiversity. This third pathway should have biodiversity safeguards to ensure it does not conflict with other GCF sector guides.</li> <li>• Aviation and shipping seem underrepresented in the document. Those subsectors would require increased attention if the pathway “Supporting scale up of new generation zero emission fuels” is to remain, as the two subsectors have the highest relevance for the pathway. If “Supporting scale up of new generation zero emission fuels” is to be removed, the current representation of the two subsectors would be coherent.</li> <li>• Increase convenience of public transport (including frequency of service, amenities, in-transit service). More convenient public transport systems lead to higher satisfaction and thus to higher uptake of the respective system.</li> <li>• Pathways can be expanded by adding “more efficient logistics and shift from road to rail (both passenger and freight).”</li> <li>• “These transformational pathways also lead to greater adaptation and resiliency impacts.” Please supply evidence for this statement or specify the evidence to avoid confusion. An example of potential confusion is “An electrified railway system is as exposed (or more exposed) to physical impacts of the climate crisis as an un-electrified railway system.”</li> <li>• The document should either include or explain why there is no discussion of sustainable synthetic fuels, because these may have less environmental impacts than biofuels (including second-generation biofuels).</li> <li>• Consider adding smart grid charging point solutions as a potential action. For instance, vehicle-to-grid (V2G) solutions may have huge potential in terms of energy management, avoidance of further fossil-based energy investments through cutting peak demands by using connected EV batteries, and in terms of EV deployment.</li> <li>• Parking management is missing in the document, but this is one of the most powerful tools. However, congestion pricing is a high-tech solution only suitable for few cities.</li> <li>• Sustainable urban mobility plans are missing. These plans are a main</li> </ul>

Topic	Summary of comments
	<p>instrument for the integrated and participatory planning in the European Union. Please refer to the tools, methodologies, and examples at <a href="http://www.MobiliseYourCity.org">www.MobiliseYourCity.org</a>.</p>
Climate change	<ul style="list-style-type: none"> <li>• Link the low emission transport agenda with benefits for climate adaptation (e.g. by climate proofing critical transport infrastructure, enlarging road drainage capacities). Also, include green space for flood water retention, particularly in urban settings.</li> <li>• There is no mention of direct targets under adaptation/resilience. The section only talks about indirect benefits due to mitigating decarbonization measures. The sectoral guidance should discuss adaptation needs to help accredited entities develop projects and be able to deliver on those adaptation targets.</li> <li>• The transport sector is one of the major contributors to emissions of the short-lived climate pollutant black carbon (in addition to CO<sub>2</sub>), which is also a highly potent air pollutant. This should be included in the sections on mitigation.</li> <li>• Urban logistics and freight transport are important for reducing greenhouse gas (GHG) emissions. Water transport modes need major evolutions before they can be less polluting and lower GHG emitters.</li> </ul>
Cross-sectoral issues	<ul style="list-style-type: none"> <li>• In relation to cities, buildings, and urban systems, add another point on EV charging points in car parks in residential and non-residential buildings.</li> <li>• Use the term “urban transport system” and “urban mobility” in the document to highlight the growing challenges for low emission transport that exist in functional urban areas.</li> <li>• Please include reference to transit-oriented development embedded with urban planning.</li> <li>• In relation to ecosystems and ecosystem services, there is an opportunity to reduce the fragmentation of ecosystems due to transport infrastructure through better design and planning, wildlife crossings, etc.</li> <li>• Highlight synergies between mitigation and adaptation. For example, cycling or pedestrian paths present an opportunity to join nature-based solutions.</li> <li>• Add another point on health issues related to non-motorized transport, pedestrianization, healthier routines for citizens, reducing urban congestion and stress or lowering traffic fatalities.</li> <li>• Develop a circular economy model for zero tailpipe emission vehicles. This would not only create environmental co-benefits (e.g. reduction of waste, reduced pollution) but would also eventually reduce the embedded emissions of the transport system (e.g. those due to reduced mining activities).</li> <li>• Competition between biofuels and the agriculture and forest sectors also affects the biodiversity across those affected ecosystems. In addition, there are other ecosystems that are often affected by competition for biofuels, such as peatlands and natural grasslands.</li> </ul>

Topic	Summary of comments
	<ul style="list-style-type: none"> <li>• New urbanization is a global trend, and it is timely to add a first pathway for a paradigm shift towards low emissions bolstering land use and mobility planning, including reduction of mobility demands, rethinking urban models, compact urban growth, smart mobility, low emission zones and transit-oriented development. The importance of these issues has been highlighted during the COVID-19 pandemic.</li> <li>• The safeguards mentioned here for “fully sustainable and green value chains that do not interfere with the food supply chain or increase strain on land and water usage” should also include consideration of conservation and sustainable use of biodiversity and ecosystem connectivity.</li> <li>• Most co-benefits described in the document are related to pathway 1 (access, gender, social), some to pathway 2 (air) and very few to pathway 3. Pathway 3 even includes high risks in terms of sustainability (i.e. food shortage, land-use change etc.). This may not be the case with biofuels. On the contrary, pathway 3 may support these problems.</li> <li>• In most developing countries, paratransit<sup>1</sup> is the dominant mode, and it is running without subsidies. It supplies informal jobs to people and is usually the only mobility option. This issue is one of the key barriers to public transport investment and electrification.</li> <li>• Please show a stronger correlation between this guide and the “Cities, Buildings and Urban Systems” guide. This may be done under pathways 1 and 2 to underline the importance of coherence between transport and urban planning sectors, as they are strongly related to each other. Such an integrated approach may be achieved through specific guidelines under “pathway sections” and the “possible actions tables”.</li> <li>• The GCF refers to the need for “fully sustainable and green value chains that do not interfere with the food supply chain or increase strain on land, [biodiversity] and water usage or lead to net increased emissions.” It is recommended that biodiversity considerations be added as well.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Organizational aspects and planning tools such as sustainable urban mobility plans should be mentioned. The existence of an urban mobility authority is a key point. The question of coordinating the multiple actors involved in public transport is often a major concern.</li> <li>• The integration of planning and programming should also reflect initiatives with a pan-national scope (e.g. the Belt-and-Road initiative and the European Union’s “global gateway” initiative) due to the high impact potential.</li> <li>• The set-up at the local level of a public agency dedicated to urban planning and in charge of developing public transport plans or a strong coordination between the two agencies (e.g. in France, the Urban Planning Agency, and Urban Mobility Agency) is a prerequisite. Include the organizational issues, the importance of the roles of the different relevant actors so that the project will be well implemented and</li> </ul>

<sup>1</sup> Community transport for transportation services that supplement fixed-route mass transit by providing individualized rides without fixed routes or timetables.

Topic	Summary of comments
	<p>managed.</p> <ul style="list-style-type: none"> <li>• Include the coordination of the different public and overall private actors involved in public transport. A public urban mobility authority can be a prerequisite for this coordination. Suitable infrastructure is essential to promote cycling and walking. Another way to reduce transport climate impact is to reduce mobility: adequate urban planning, new ways of work (e.g. teleworking, shared offices) consumption (neighbourhood markets for local producers) and leisure are important and should be developed and financed.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Forecasts from the International Energy Authority in 2021 show that derivatives of hydrogen (i.e. synthetic fuels and ammonia) will have a more relevant role for transport than pure hydrogen. Please discuss the forecast in the sectoral guide.</li> <li>• Please specify the meaning of “underperformance of new technologies”. What is the point of comparison?</li> <li>• What is also missing is sufficient renewable energy to cover the added demand of the transport sector.</li> <li>• In relation to the text “Limit the eligibility, for public transportation systems, to electricity and hydrogen?” biofuels are not, as of today, neutral in terms of CO<sub>2</sub> emissions. At least, exclude first generation biofuels.</li> <li>• There should be a strong emphasis on integrating safety-related solutions into the <i>Low Emission Transport</i> guide. The guide may list various potential actions, such as integrating surveillance systems to e-buses and bus-stops, using personal mobile applications specific to safety, door-to-bus stop designs/solutions.</li> <li>• Emphasize the role of digitalization in the transport sector and define a sound framework for digitalization within this guide. There is still room for adopting new digital services to improve the efficiency of operations and user experiences, as well as monitoring and assessing the GHG emission reductions from the low-emission solutions.</li> <li>• There is very little green hydrogen available. Fuel cell vehicles are not only extremely expensive, but they are not a mature technology, there is a lack of infrastructure for fuelling, and they pose difficulties in transporting hydrogen to filling stations. If a country were to invest in green hydrogen and electrolyzers, there would be a direct competition with other electricity use. Consequently, that could mean coal-fired power plants need to remain online longer to fulfil the extra demand from expensive hydrogen-powered vehicles. Therefore, in investment decisions, this potential lock-in effect should be considered.</li> <li>• For clarity, there should be a table or annex that clearly defines what first and second-generation biofuels include and exclude.</li> <li>• Add a general paragraph on the eligibility of biofuels. They should have no negative impact on food supply and food security (excluding first generation biofuels in particular). Also, they should be limited to uses that are not yet suitable for electrification.</li> <li>• Sustainable synthetic fuels are not discussed but should be mentioned.</li> <li>• Consider adding smart grid charging point solutions as a potential action. For instance, V2G solutions may have huge potential in terms of</li> </ul>

Topic	Summary of comments
	<p>energy management, avoidance of further fossil-based energy investments through eliminating peak demands by using connected EV batteries, and in terms of EV deployment.</p>
Finance	<ul style="list-style-type: none"> <li>• In relation to “Lack of sufficient funding and financing,” please break this down more specifically (e.g. is the main issue lack of funding in general, or lack of adequate financing schemes to cover the specificities of zero emission vehicles, such as higher upfront costs?)</li> <li>• Please note that it is important to programme and finance infrastructure for cycling and walking, and to enhance any that exist for more comfort and safety.</li> <li>• Please note that it is important to finance the implementation of infrastructure dedicated to active modes. The refit of existing vehicles could be a way to explore a faster shift from fuel-powered vehicles to cleaner modes of transport.</li> <li>• Some financing mechanisms could be implemented easily, such as a contribution from the private sector (i.e. linked to the payroll of companies, such as <i>versement mobilité</i> in France), or tweaking parking incomes. All these potential revenues must be dedicated to public transport and managed by a dedicated authority.</li> <li>• It is preferable to have an equal emphasis to commercial fleets such as freight transport, logistic services, private and public sector fleets, food, and goods delivery services. Commercial fleets are growing at a global scale, especially since the COVID-19 pandemic. With the availability of digital services, there is a vast potential to decarbonize commercial fleet operations worldwide.</li> <li>• The GCF may consider investing in venture capital/private equity funds as a limited partner (or “Fund of a Fund” approach), and aim to work with national governments, domestic and international banks, and financial institutions on lowering the cost of capital (via concessional green credit lines, credit guarantees, first loss guarantees) and making more capital available for ventures/start-ups related to the electrification of commercial fleets.</li> </ul>
Private sector role	<ul style="list-style-type: none"> <li>• Include “volatile political environment” as one of the barriers faced by many private investors to investing in infrastructure projects in target countries.</li> <li>• Large consortia can become inefficient and have the risk of failed projects due to delays or consortium members dropping out. While this is an overarching approach of getting more funding partners on board for GCF projects, it could be worthwhile to add a word of caution along the above lines.</li> </ul>
Knowledge/capacity development	<ul style="list-style-type: none"> <li>• Please note that there is a lack of modern professional associations. The existing professional associations are rarely drivers of modernization, and they are often transport-oriented exchange forums without reference to goals such as climate, sustainable urban development.</li> <li>• Also note that there is a lack of ambitious, scalable education and training programmes in the field of transport. There is a considerable lack of success in comprehensively modernizing academic education in</li> </ul>

Topic	Summary of comments
	<p>the field of transport on the one hand and in reaching significantly more students or addressing neighbouring fields of education on the other (e.g. graduates of urban planning, civil engineering, etc.).</p> <ul style="list-style-type: none"> <li>• The Climate and Clean Air Coalition (CCAC) should be mentioned here among coalitions and networks. The CCAC has a specific engagement strategy on the transport sector (with a specific focus on heavy-duty vehicles), covering several areas of specific relevance to this sectoral guide, namely “Cleaner fuels and vehicles”, “Marine and inland water transport” and “Green freight”. The CCAC supplies technical assistance resources and analysis, which could inform and support GCF efforts on the transport sector.</li> <li>• Include benefits from gaining knowledge derived from expertise of public and private engineering offices or associations. This includes the expertise of some independent and neutral actors in that field (e.g. in France, Cerema supports CODATU (Cooperation for urban mobility in the developing world)). The expertise of universities can also be mobilized, and they can also provide training.</li> <li>• The guide could refer to the Global E-mobility Programme, funded by the Global Environment Facility, and the knowledge tools that are being designed by the programme. For example, the <a href="#">E-mobility Toolbox</a> will be a global knowledge centre for e-mobility projects.</li> <li>• Data collection and assessment of low-emission transport demonstrations and sharing the results is important for removing barriers to knowledge and awareness.</li> <li>• Consider more explicitly support for strengthening institutional capacities. This is particularly important in low-income countries where entities such as metropolitan transport authorities do not exist and where municipal transport departments and public transport operators lack sufficient capacities to implement governmental planning and municipal transport strategies. This requires longer term institution building and capacity development beyond “workshops, training, exchanges, community of practice groups”.</li> <li>• If new industrial sectors are developed (from recycling and building to repair), workers from the old sectors must be trained to work in the new ones.</li> </ul>
Role of the GCF	<ul style="list-style-type: none"> <li>• Please add a statement that the GCF intends to support green hydrogen projects only and excludes any projects with links to blue or grey hydrogen. Otherwise, there is an increased risk of fossil fuel infrastructure lock-in under the use of GCF funds.</li> <li>• Will the GCF also consider sustainable synthetic fuels (beyond sustainable biofuels)?</li> <li>• How does GCF deal with conflicting objectives under the criterion sustainable development potential?</li> <li>• The transition to EVs creates opportunities for women in terms of finding jobs in public and private bus companies and maintenance/service chains. Since transition to EVs will be changing these service lines, the GCF strategy may prioritize capacity-building for women and ensuring equal rights for women to access such opportunities.</li> </ul>

Topic	Summary of comments
	<ul style="list-style-type: none"> <li>• Currently, the e-commerce/logistics/delivery companies mostly have men as their workers/drivers. The GCF guide may specifically support women-led e-mobility start-ups and initiatives. Also, the guide may prioritize supporting e-commerce/delivery companies that are prioritizing hiring women workers and drivers.</li> <li>• Promote the refit of existing vehicles.</li> <li>• In relation to public transport ecosystems, what role does the GCF foresee for the electrification of vehicle fleets (i.e. taxi fleets, ride-hailing companies)?</li> <li>• More information could be provided on the “leapfrogging opportunities”, as this is an area where the GCF could play a role as an enabler. Opportunities for leapfrogging could also be usefully added under the “coalitions and knowledge to scale up success” driver and the “paradigm shift potential” investment criteria.</li> <li>• Include as an area of action for GCF providing support for the gradual integration of informal service providers into the formal transport system.</li> <li>• Least developed countries (LDCs) and small island developing States (SIDS) have slightly different transport demands, transport patterns, and capital absorption and repayment capabilities than middle-income countries. GCF should define a distinct policy development, training/capacity-building, and investment strategy for the transport sector in LDCs and SIDS. Given the highly specific context of LDCs and SIDS, the GCF strategy could seek support from governments to ensure coherence between transport projects with wider actions in the fields of governance, progressive taxation, and the provision of other basic public services (health, education, culture, etc.) to ensure successful uptake of transport solutions suggested by the guide.</li> </ul>

### Annex III: Status of policy implementation for policies approved in GCF-1

Name of item	Status of follow-up actions requiring Board/Committee attention	Current status of policy implementation
Addressing gaps in the current portfolio for measurement (Approved B.28; decision B.28/02)	<ul style="list-style-type: none"> <li>• Secretariat finalized budget proposal for Phase 1, approved by Board via B.BM-2021/17.</li> <li>• Phase 2 budget for implementation of remedial actions pending Budget Committee submission, and Board approval (B.33).</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat policy implementation planning completed (Aug 2021).</li> <li>• Phase 1 - vendor procured, and remedial action individual work plans designed and budgets for target projects completed (May 2022).</li> </ul>
Update of iTAP modalities (IC-led) (Approved B.28; decision B.28/03)	<ul style="list-style-type: none"> <li>• Secretariat presented to Budget Committee (Nov 2021) a proposal on how to align the remuneration structure of members of ITAP with other GCF panels and comparable multilateral institutions. Proposal referred to Investment Committee, and follow-up consultation pending.</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat implementation planning completed (June 2021).</li> <li>• Rolling review procedure under implementation. Regular communication between the independent TAP, the Secretariat have informed the advanced drafts of the following documents pending finalization by the Secretariat or presentation to the Board for approval: Appraisal Guidance (Q2), Adaptation Approach (B.33), Climate Rationale (B.33), and Programmatic Approach (B.33/B.34).</li> <li>• Secretariat developing TOR for the commission of the next review of the structure of the independent Technical Advisory Panel (expected 2023).</li> </ul>
Evaluation Policy (co-owned with IEU) (BBM-2021/07)	<ul style="list-style-type: none"> <li>• No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat Policy implementation planning completed (Feb 2022).</li> <li>• IEU in consultation with the Secretariat finalized the Evaluations Standards (May 2022).</li> <li>• MAF, AMA, FAA, and Term Sheets reviewed and revised as applicable for policy coherence. Outreach webinars to stakeholders on Policy implications planned for June 2022.</li> <li>• Procurement concluded for advisory services to develop the Evaluation Operational Procedures and Guidelines. Stakeholder consultation process ongoing (May 2022).</li> </ul>
Revised Policy on the Prevention and Protection from Sexual	<ul style="list-style-type: none"> <li>• No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat implementation planning ongoing.</li> </ul>

Name of item	Status of follow-up actions requiring Board/Committee attention	Current status of policy implementation
Exploitation, Sexual Abuse, and Sexual Harassment (SEAH) (BBM-2021/08)		<ul style="list-style-type: none"> <li>SEAH Declarations implemented for all recruitment, procurement, employment and onboarding processes for covered individuals.</li> <li>Communications materials developed and mandatory trainings implemented on Prevention and Protection against SEAH for GCF Personnel. Awareness raising and trainings pending for BMs, ABMs, Advisers, and External Members.</li> </ul>
Administrative Remedies and Exclusions (ARE) Policy (IIU-led) (BBM-2021/09)	<ul style="list-style-type: none"> <li>Secretariat in ongoing consultation with the IIU on the development of 4 subsidiary documents (Q4, 2022): 1) The Administrative Remedies and Exclusion Procedures; 2) the Administrative Remedies and Exclusion Guidelines for the implementation of this policy; 3) The Integrity Compliance Guidelines; and 4) the Settlement Guidelines.               <ul style="list-style-type: none"> <li>Documents to be submitted to the EAC and Board post development.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing. Finalization pending receipt of 4 finalized subsidiary documents for the ARE Policy.</li> </ul>
Integrated Results Management Framework (Approved B.29; decision B.29/01)	<ul style="list-style-type: none"> <li>Secretariat developed Results Handbook to support IRMF implementation and submitted to the Board for presentation (B.31, B.32, B.33).</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat Implementation planning completed (Aug 2021).</li> <li>Updates to FP template consulted with AEs, and finalized FP template and Guidance Note published in January 2022.</li> <li>Secretariat implementing 1) AE capacity-building initiatives for on results management, measurement and reporting systems for IRMF implementation, and 2) a new dedicated funding window for DAEs under the Readiness Programme (Jan 2202).</li> </ul>
Guidelines to facilitate Board consideration of IRM reports on reconsideration requests, grievances or complaints (BBM-2021/16)	<ul style="list-style-type: none"> <li>No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>No Secretariat implementation actions required.</li> </ul>

Name of item	Status of follow-up actions requiring Board/Committee attention	Current status of policy implementation
SEAH revisions to the Environment and Social Policy (ESP) (BBM-2021/18)	<ul style="list-style-type: none"> <li>No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning completed (Nov 2021).</li> <li>Policy made effective at B.32, and SEAH risk assessment and measures to prevent, mitigate and respond including through the AE and project-level Grievance Redress Mechanisms integrated in all future GCF-financed activities. Specialists recruited to support policy implementation, and AMAs reviewed and revised for policy coherence.</li> <li>Secretariat completed Development of SEAH Action Plan, and implementation is in progress (Q1, 2022).</li> <li>Firm procured to develop SEAH Assessment Risk Tool and training materials for tool implementation (Q1, 2022).</li> </ul>
Investigation Standards (IIU-led) (BBM-2021/22)	<ul style="list-style-type: none"> <li>Secretariat and IIU work on products for consultation and presentation to the Ethics and Advisory Committee and Board pending finalization of 4 subsidiary documents for ARE Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing. Finalization pending receipt of 4 finalized subsidiary documents for the ARE Policy.</li> </ul>
Updated Accreditation Framework including PSAA (Approved B.31, decision B.31/06)	<ul style="list-style-type: none"> <li>Secretariat conducted AE portfolio analysis and presented to the Board at B.32.</li> <li>Secretariat in consultation with the Board (and other stakeholders) developing an Accreditation Strategy, and under the Co-Chair's guidance to present the Accreditation Strategy at B.33.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation planning ongoing (expected June 2022).</li> <li>Updated Accreditation Framework streamlining, and project-specific assessment approach (PSAA) as an accreditation approach are underway.</li> </ul>
Update of the Simplified Approval Process (SAP) (Approved B.32; decision B.32/05)	<ul style="list-style-type: none"> <li>Secretariat in consultation with the iTAP to address the matter of presumed existence of climate rationale for SAP adaption proposals in the "Steps to enhance climate rational paper," and present to the Board for approval (B.33).</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing (expected June 2022).</li> <li>Update to the SAP appraisal toolkit ongoing.</li> </ul>

Name of item	Status of follow-up actions requiring Board/Committee attention	Current status of policy implementation
Review of the initial private sector facility modalities and private sector strategy (Approved B.32; decision B.32/06)	<ul style="list-style-type: none"> <li>Secretariat to prepare a report on implementation of the private sector strategy for Board consideration (B.34).</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing (expected June 2022).</li> </ul>
General guidelines for the operation of Board committees: Co-Chairs' proposal (CC-led) (Approved B.32; decision B.32/09)	<ul style="list-style-type: none"> <li>Secretariat to support the Co-Chairs to present to the Board the review of committees, panels and groups (B.34).</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing (expected June 2022).</li> <li>Secretariat to support Co-Chairs in developing standard operating procedures for the operation of Board committees (starting June 2022).</li> </ul>
Balloting Procedure: Next steps in the event that a Board member is unable to join consensus regarding the outcome of the balloting procedure (CC-led) (Approved B.32; decision B.32/10)	<ul style="list-style-type: none"> <li>No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing (expected June 2022).</li> <li>Secretariat to support Co-Chairs to update the B.23/03 voting procedures to reflect the balloting procedure adopted at B.32</li> </ul>
BBM Guidelines: Co-Chairs' proposals on the guidelines to determine in which cases decisions without a Board meeting may be requested (CC-led) (Approved B.32; decision B.32/11)	<ul style="list-style-type: none"> <li>No Board/Committee items for Secretariat action.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat implementation planning ongoing (expected June 2022).</li> <li>Secretariat to support Co-Chairs in documenting process 1) for proposing decisions for approval without a Board meeting; their transmission; and recording, and 2) addressing objections to or requests for clarification to decisions proposed for approval without a Board meeting.</li> </ul>



## Annex IV: Summary of requests received from the Board

<b>ID</b>	<b>Query</b>	<b>BM/ABM/ADV</b>	<b>Name</b>	<b>Date received</b>
001/2022	Questions on BAO's performance-related payment document	ADV	Maria Presmanes	12/31/21
002/2022	A few questions regarding GCF procedures	ADV	Catherine Potvin	01/10/22
003/2022	AE Contacts	ADV	Maria Presmanes	01/11/22
004/2022	Point of contact for GCF follow up of accredited entities	ADV	Ragnhild Marie Falkenberg Valstad	01/21/22
007/2022	Information - GCF relations with MDB	ADV	Marie Lannoy	01/25/22
005/2022	Request for status updates and documents	ADV	Jeanny Chong	01/27/22
006/2022	Question on COP guidance	ADV	Vincent Van Zeijst	01/27/22
008/2022	Staff Data Updates	ADV	Maria Presmanes	02/04/22
009/2022	GCF Grants	ADV	Maria Presmanes	02/10/22
010/2022	Query on the accreditation of Centre for Environment, Fisheries and Aquaculture Science	ADV	Victoria Situ	02/21/22
011/2022	Biodiversity projects in GCF pipeline	ADV	Marie Lannoy	02/23/22
012/2022	Funding data for 2021 for reporting purposes	ADV	Marie Lannoy	02/24/22
013/2022	Request on Russian accredited entities	ADV	Simon Stumpf	03/03/22
014/2022	Request on Belarus accredited entities	ADV	Simon Stumpf	03/04/22
015/2022	Question about Ps&Is	ADV	Jeanny Chong	03/04/22
016/2022	Secretariat report to the Board	BM	Lars Roth	03/04/22
017/2022	Number of GCF staff	ADV	Ran Yagasa	03/07/22
018/2022	Status update - FP146: Bio-CLIMA	ADV	Hendrikje Reich	03/08/22
019/2022	GCF Board committees-request information	BM	Marta Mulas	03/09/22
020/2022	GCF Board committees-request information (additional follow-up)	BM	Marta Mulas	03/11/22
021/2022	Co-financing kick off process	ADV	Maria Presmanes	03/25/22
022/2022	B31 synthesis	ADV	Maria Presmanes	04/04/22
023/2022	Information request on last salary increase for GCF staff	ADV	Maria Presmanes	05/05/22
024/2022	Question on GCF pipeline	ADV	Ramon Lopez Perez	05/10/22

## Annex V: List of Memorandums of understanding (MoUs) currently in effect

No	MOU type	Partner organizations	Title	Date signed	Term	Legality	Category/purpose
1	General cooperation	Global Green Growth Institute (GGGI)	MOU on administrative and institutional cooperation	14 April 2017	Until terminated by either party (2 months prior notice in writing)	Non-binding	To formalize a framework of cooperation and to facilitate collaboration between the parties to promote joint activities in support of their administrative and institutional functions
2	General cooperation	China Development Bank	MOU between the China Development Bank and GCF	8 December 2017	3 years + 3 year extension	Non-binding	To developing capacity building programmes and knowledge exchange across a number of thematic areas, explore opportunities including existing projects and pipeline and jointly organising virtual meetings on technical issues of common interest.
3	General cooperation	International Solar Alliance	Joint declaration for the promotion of solar energy globally	10 March 2018	N/A	Non-binding	The parties expressed their intention to deepen cooperation in support of renewable energy, and to promote solar energy within the countries of common operation
4	General cooperation (Letter of intent)	African Development Bank, African Development Fund and Africa 50 Project Development	Letter of intent concerning the Desert to Power programme	25 May 2018	N/A	Non-binding	The parties expressed their intention to explore opportunities and modalities for possible collaboration in the implementation of the Desert to Power programme
6	General cooperation	Swedish International Development Cooperation Agency (SIDA)	Framework agreement on secondments	5 December 2018	Valid until terminated by one or both parties, subject to thirty (30) days' written notice of	Binding	Sweden, represented by SIDA and GCF, agree to cooperate around a Secondment Programme from SIDA to GCF for staff at middle and senior levels

No	MOU type	Partner organizations	Title	Date signed	Term	Legality	Category/purpose
					termination to the other Party		
7	General cooperation	World Meteorological Organization (WMO)	Framework MOU between WMO and GCF	10 December 2018	5 years	Binding	Subject to applicable internal rules and procedures of each party, and any necessary clearance required thereunder: (a) Strengthening integrated global/regional/national operational hydrological and meteorological systems and associated climate information services; (b) Providing GCF accredited entities with information and technical support upon their request; and (c) Aligning and leveraging GCF-funded hydrological and meteorological investments
8	General cooperation	International Development Finance Club (IDFC)	Statement of partnership between GCF and the International Development Finance Club	26 June 2019	3 years	Non-binding	(a) Sharing knowledge for climate finance and action; (b) Integration of climate consideration within financial institutions; (c) Facilitation of access to GCF resources with co-financing from IDFC members and support for capacity-building activities; and (d) Outreach and awareness-raising (Under discussion to extend the term of the MoU)
9	General cooperation	Seoul National University	MoU between Seoul National University and the Green Climate Fund	18 November 2020	5 years	Non-binding	(a) Establishment of a center of excellence on global green smart sustainable paradigm shift; (b) Talent nurturing and development; (c) Enhancement and development of GCF staff's professional; (d) Knowledge sharing; (e) Joint work programs that mobilize and nurture developing countries' stakeholders on issues related to climate change and sustainable development; (f) Joint programs on climate action; (g) Organization of events; (h) Educational content;

No	MOU type	Partner organizations	Title	Date signed	Term	Legality	Category/purpose
10	General cooperation	Korea Water Resources Corporation, Republic of Korea (K-Water)	Framework Agreement between K-Water and GCF	16 December 2021	3 years	binding	For staff secondment
11	General cooperation	Foreign, Commonwealth and Development Officer (FCDO)	Outward Secondment Agreement between FCDO and GCF	6 May 2021	3 years	binding	For staff secondment
12	General cooperation	ICEX España Exportacion e Inversiones	Framework Agreement between ICEX and GCF	10 February 2022	1 year	binding	For staff secondment
13	General cooperation	Ministry of Foreign Affairs (MOFA) of Denmark	Framework Agreement between the MOFA of Danmark and GCF	1 March 2022	3 years	binding	For staff secondment
14	General cooperation	Expertise France (EF)	Framework Agreement between the EF and GCF	In development	Under discussion	In discussion	For staff secondment
15	General cooperation	Ministry of Economy and Finance (MOEF), Republic of Korea	Framework Agreement between MOEF Republic of Korea and GCF	In development	Under discussion	In discussion	For staff secondment

No	MOU type	Partner organizations	Title	Date signed	Term	Legality	Category/purpose
16	General Cooperation	Japan International Cooperation Agency (JICA)	Framework Agreement between JICA and GCF	In development	Under discussion	In discussion	For staff secondment
17	General Cooperation	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Framework Agreement between GIZ and GCF	In development	Under discussion	In discussion	For staff secondment

*Abbreviations:* MOU = memorandum of understanding; N/A = not applicable.

