



**GREEN
CLIMATE
FUND**

Meeting of the Board
29 June – 2 July 2026
Dushanbe, Tajikistan
Provisional agenda item 17

GCF/B.45/17

15 June 2026

Updated Gender Action Plan for the GCF 2026–2031

Summary

This document presents the updated Gender Action Plan (GAP) for the period 2026–2031, aligned with the GCF Strategic Plan 2024–2027 and relevant guidance under the United Nations Framework Convention on Climate Change.

The update builds on implementation experience under the Gender Action Plan 2020–2023 and coordination with the Independent Evaluation Unit. It aims to consolidate progress achieved to date while strengthening institutional accountability and impact through gender-responsive climate finance.

At the forty-fourth meeting of the Board (B.44), the Secretariat sought the Board’s strategic guidance on the proposed scope, ambition and duration of the updated GAP, ahead of targeted stakeholder consultations and further refinement. Considering the Board guidance received and inputs provided by stakeholders from consultations between 13 April and 2 May, this GAP is being submitted for Board consideration at B.45.

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I. Introduction

1. The Governing Instrument for the Green Climate Fund (GCF) mandates the integration of a gender-sensitive approach across all GCF activities. Gender considerations are embedded in GCF guiding principles and operational modalities to maximize impact and improve access, including by (i) promoting environmental, social, economic and development co-benefits through a gender-sensitive approach; (ii) encouraging inclusive stakeholder participation; and (iii) advancing gender balance in the composition of the Board and the Secretariat, while recognizing women as key GCF stakeholders.¹

2. In decision B.09/11, GCF adopted its Gender Policy (Annex XIII) and first Gender Action Plan (GAP), covering the period 2015–2017 (Annex XIV). In decision B.24/12, GCF adopted an updated Gender Policy (Annex XXIII) and related GAP, covering the period 2020–2023 (Annex XXIV). The updated Gender Policy shifted the focus of GCF to promoting gender-responsive climate action and elevated gender equality and women’s empowerment as core to GCF climate finance strategy, explicitly emphasizing women as agents of change.

3. In the absence of further updates to the GAP adopted in 2019, the Secretariat continued to apply the provisions of that GAP beyond 2023, consistent with GCF priorities under the updated Strategic Plan 2024–2027 (USP-2).² In 2024, the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) at its 29th session (COP29) invited the GCF Board to: (i) consider improvements in the gender responsiveness of the work of GCF; (ii) adopt an updated GAP for the second replenishment period of GCF (GCF-2); and (iii) following adoption of the UNFCCC gender action plan, actively contribute to its implementation.³ In 2025, at its 30th session (COP30), the COP again urged the Board to: (i) issue an updated GAP for GCF-2; and (ii) actively contribute to the implementation of activities under the Belém Gender Action Plan for 2026–2034, adopted at COP30.⁴

4. In 2025, the Secretariat reviewed the execution of the current GAP from its adoption through August 2025. This process included analysing Board documents, reviewing reports and evaluations, and consulting with Secretariat staff, independent units, and selected external experts. A series of achievements, lessons learned, and areas requiring stronger institutional gender integration emerged from this process and were captured in an Orientations Report (Annex III to this document), which in turn informed this proposal for an updated GAP, intended to cover the period 2026–2031 to increase impact and ambition.

5. The updated GAP 2026–2031 (Annex II) is designed to tackle several interrelated, systemic problems outlined in the Orientations Report, that resulted in the incomplete and uneven implementation of the 2020–2023 GAP and a failure to fully leverage on gender integration in projects as a driver of quality.

6. The 2026–2031 GAP seeks to first and foremost close the strategic gaps identified, within the boundaries of the updated Gender Policy, by adopting ambitious, systemic

¹ Governing Instrument, paragraphs. 3, 11, 21, 31 and 71.

² GCF/B.38/Inf.15: Strategic Plan for the GCF 2024–2027: Implementation Action Plan – Work plan pillar 2.

Delivering Impact & Results: Continue to mainstream GCF gender action plan and include additional actions in line with USP-2.

³ FCCC/CP/2024/11/Add.1, decision 3/CP.29, paragraph 14. *Urges* the Board to adopt an updated gender action plan for the second replenishment of the Green Climate Fund, noting the previous plan for 2020–2023,⁶ and to actively contribute to the implementation of activities under the UNFCCC gender action plan once the gender action plan has been adopted.

⁴ FCCC/CP/2025/12, decision 2/CP.30, paragraph 16. *Urges* the Board to adopt an updated gender action plan for the second replenishment of the Fund, noting the previous plan for 2020–2023,⁶ and to actively contribute to the implementation of activities under the Belém gender action plan for 2026–2034 adopted by decision 7/CP.30.

interventions, centring on strengthening institutional accountability, elevating portfolio quality and gender outcomes, and considering evolving best practices for increased relevance and impact. By addressing these system-level problems, GCF can ensure that gender equality and women's empowerment are integrated across all aspects of its work and financing, delivering climate finance that is more gender-responsive, increasingly addressing women's strategic gender needs, harnessing their agency and expertise, maximizing the effectiveness and equity of climate investments, and demonstrating global leadership in gender-responsive climate finance.

7. In parallel with, and as instructed by, the Board, the Independent Evaluation Unit (IEU) has been conducting its own evaluation of the GCF gender approach, with the GAP being one of many elements within the scope. As both the 2026–2031 GAP and the IEU evaluation findings will be considered by the Board at its 45th meeting, the Secretariat and the IEU have been closely coordinating throughout this period, to ensure that the evaluative evidence from the independent evaluation also informs the action by the Secretariat under its updated GAP. The findings of the IEU Evaluation of the GCF approach to gender largely align with the Secretariat's own review to a significant degree.

II. Achievements and lessons learned

8. The 2020–2023 GAP set out operational measures intended to implement the Gender Policy, focusing on strengthening institutional capacity, improving gender-responsive programming, and enhancing data tracking, monitoring and reporting across the portfolio.⁵ At the time of Board adoption, implementation was backed by an indicative budget of about USD 805,000, sourced from administrative and readiness resources, in addition to gender budgets at the project level mandated for all funding proposals. Central to the crafting of such provisions on the programming side was the Secretariat's reliance on a compliance-based, mainstreaming approach coupled with efforts to improve gender equality within GCF at the organizational level. Overall, while several elements of the GAP 2020–2023 were advanced, its implementation was deemed uneven across the institution, with insufficient systematic monitoring and review mechanisms limiting consistent follow-through on agreed commitments.

9. The Secretariat reviewed the GCF operational maturity across the five priority areas identified in the GAP: (i) governance; (ii) competencies and capacity development; (iii) resource allocation, accessibility and budgeting; (iv) operational procedures; and (v) knowledge generation and communication. Significant progress was achieved across all five areas and, notably, on the operational front, where from 2020 onwards, all funding proposals included a gender assessment and a project-level GAP, and all accredited entities (AEs) had policies and procedures on gender equality. Such policy requirements were fully operationalized in funding proposals' legal agreements, and the submission of annual reports was mandated along templates that included a section to report on the project-level gender action plan. Gender obligations were integrated throughout the project lifecycle, with specific roles and responsibilities for the Secretariat, national designated authorities (NDAs), and AEs, the Readiness and Preparatory Support Programme (RPSP) and the Project Preparation Facility (PPF) strengthened the capacity of NDAs and direct access entities (DAEs) to mainstream gender in their operations.

⁵ The current scope of the GAP includes gender mainstreaming provisions, i.e. measures seeking to ensure that gender considerations are systematically integrated throughout the project cycle and across GCF operations, supporting more equitable and effective climate outcomes, emphasizing learning, accountability, and collaborating with accredited entities (AEs), national designated authorities (NDAs), and partners to advance gender-responsive climate finance.

10. Despite such progress, key systemic constraints limited the deeper operationalization of gender across GCF operations and institutional architecture under the 2020–2023 GAP scope, reducing the effectiveness of GCF efforts to advance gender equality through both its portfolio and its governance. Internally, GCF was found to have lacked clear or robust accountability structures, defined roles and robust monitoring systems for gender commitments, including tracking the absorption and use of dedicated GAP resources. Overall, gender equality was not systematically embedded across GCF governance and operations. Externally, gender integration in projects has often been treated as a compliance requirement rather than as a driver of quality, effectiveness and results. The main challenge at the portfolio level lay in the inconsistent depth and quality of gender mainstreaming across GCF-funded activities, with high compliance with requirements yet a considerable variation in performance and outcome quality. In practice, gender considerations were frequently not integrated into the design stage of funding proposals, while the absence of unified data and metrics to assess and aggregate results constrained the ability of GCF to support adaptive management and demonstrate impact.

11. Taken together, these challenges reveal a persistent implementation gap between GCF ambitions, as expressed in the 2020–2023 GAP, and hitherto practice. The said gap limited the ability of GCF to fully leverage gender equality and women’s empowerment as drivers of the transformative climate impact of GCF.

III. Updated Gender Action Plan (2026–2031)

3.1 Overview

12. The updated GCF GAP for 2026–2031 builds on the progress achieved under the GAP 2020–2023 and responds to the lessons gleaned through its implementation review⁶ aiming to enable the full operationalization of the Gender Policy and elevate the climate impact of GCF. It is premised on acknowledging women and girls as agents of change in climate action, even within their diverse and often compounded vulnerabilities and/or vulnerable and fragile contexts and communities.

13. As the primary management tool serving the application of the GCF Gender Policy, the GAP retains the combined attention present in the policy to both the GCF portfolio and its institutional domain, as well as the policy’s five priority areas. It prioritizes the need for improved institutional accountability, strengthened institutional and partner ecosystem capacity, and elevated portfolio quality and evidence-based, results-focused gender outcomes. The prevention of sexual exploitation, abuse and harassment both in the institutional and programming domains is brought under the monitoring and reporting scope of the GAP. At the same time, dedicated efforts on the nexus between gender and climate action in fragile and conflict-affected contexts will be pursued. Crucially, the GAP sharpens the distinction between institutional and programming actions.

14. In stepping up its ambition, the updated GAP shifts from a primary focus on procedural compliance as a means to mainstream gender in its portfolio towards delivering and accelerating meaningful, measurable, and value-generating gender outcomes. It emphasizes the following key areas:

- (a) The position of gender as a core source of impact in the catalytic mission of GCF, including by intentionally and proactively promoting more inclusive and equitable access to the

⁶ The Orientations Report submitted in Annex III captures in detail the achievements and challenges encountered during the implementation of the 2020–2023 GAP.

- benefits of climate finance for women of all ages, particularly for those facing multiple and intersecting vulnerabilities;
- (b) Robust governance arrangements for GAP implementation, including clear ownership, accountability and oversight parameters, and enhanced monitoring and transparency of gender-related financial allocations;
 - (c) Improved results measurement and monitoring, alongside more purposeful knowledge generation and dissemination;
 - (d) Strengthened capacity on gender-responsive climate action, both institutionally and across the AEs, NDAs and delivery partners' network; and
 - (e) Diligent funded activity agreement monitoring, reporting and adaptive management, to ensure effective implementation and facilitate learning.
15. The updated GAP is intended to apply across GCF activities, with tailored guidance where needed. It explicitly recognizes the diversity, climate vulnerability and complexity of countries and institutional contexts, capacities and resource constraints across the GCF partner ecosystem. NDAs, DAEs, executing and delivery partners, private sector actors, and local and women-led organizations operate in highly differentiated environments. The proposal, therefore, combines clearer expectations with dedicated support (through readiness and capacity strengthening) to enable access, improve implementation and mitigate unintended barriers to access or delivery.

3.2 Key features: priority areas

16. The updated GAP for GCF 2026–2031 operationalizes the Gender Policy's programming and institutional commitments on gender equality for the 2026–2031 period, including by articulating the roles, responsibilities and contributions of NDAs, AEs and GCF, and by requiring specific implementation actions with clear indicators across five priority areas:
- (a) **Governance:** Strengthens institutional and portfolio-level governance through clearer accountability, defined roles and enhanced oversight mechanisms to ensure effective GAP implementation;
 - (b) **Competencies and capacity development:** Strengthens systematic gender capacity across the Secretariat and partners to ensure the timely and effective integration of gender considerations in programming and, consequently, improve the quality, consistency and gender impact of GCF financing;
 - (c) **Resource allocation, accessibility and budgeting:** Enhances transparency and effectiveness of gender-related resource allocation through improved budgeting, tracking and reporting at all levels;
 - (d) **Operational procedures:** Ensures gender considerations and promotes gender equality across the project lifecycle, strengthening monitoring and outcome-level reporting; and
 - (e) **Knowledge generation and communication:** Enhances data, learning and knowledge-sharing systems to scale evidence-based gender-responsive climate finance and reporting.
17. The Secretariat proposes a six-year duration for the GAP, spanning from 2026 through 2031. This time frame aligns with the forthcoming third updated Strategic Plan 2028–2031 (USP-3), which is expected to cover the period 2028–2031. This longer-term horizon would enable completion of ongoing actions and promote efficiency and continuity across strategic

planning cycles. Should circumstances require it, specific actions or measures may be added or revised following the adoption of USP-3 to reflect any new priorities or strategic directions. This approach would avoid the cost and time of a further comprehensive update within two years, while ensuring that the GAP remains relevant and adaptive.

IV. Budgetary implications

18. The administrative execution of the updated GAP for GCF 2026–2031 will require significant support from the administrative resources available from the Secretariat, including for the following areas: (i) analytical and learning work on innovative approaches that intentionally incorporate a gender lens into investment decision-making; (ii) a pilot in gender outcomes verification; (iii) development of a learning needs assessment towards the consolidation of related competencies,⁷ both at institutional and portfolio levels; (iv) updating and completing as needed the GCF gender and climate toolkit and related guidance (v) certification of gender equality at the workplace; and (vi) improving complementarity and cohesion among Multilateral Climate Funds (MCFs) on advancing gender-responsive climate outcomes.

19. To support (i) efforts to improve women and women-led organizations' access to information on accreditation, country platforms, country ownership, readiness and locally led climate action; and (ii) to build up the capabilities and readiness levels of NDAs, AEs and delivery partners, programmatic resources will be requested from the Board for their consideration through the Readiness 3 modalities.

20. These potential budgetary needs will be reflected in the multi-year and annual work programming and budgeting process to be considered by the Board at its forty-sixth meeting (B.46). The GAP is designed to deliver its prioritized actions within the timeline, even faced with potential budgetary constraints and acknowledging an increasingly challenging international political context.

V. Research and consultations

21. In 2025, the Secretariat undertook a review of the implementation of the Gender Action Plan 2020–2023, drawing on Board documents, operational reports, evaluations and consultations with Secretariat staff. The review covered the implementation of the GAP 2020–2023 through mid-2025 across the five designated priority areas. It also considered relevant views published in recent years and available in the public domain by stakeholders, including civil society organizations. The summary of the findings, which also took into consideration the IEU Gender Synthesis report, forms the basis of the section on GCF progress on the GAP 2020–2023 and up to the end of 2025.

22. Stakeholder consultations were conducted between 14 April and 2 May 2026, comprising two dedicated technical sessions with the Board and active observers, bilateral engagements with Board seats, and eight targeted webinars with key stakeholder groups, including active observers, civil society organisations, AEs and NDAs, the GCF Indigenous Peoples Advisory Group, UNFCCC representatives, other multilateral climate funds, and select non-accredited entities. Participation in written submissions was strong and geographically diverse, with contributions from a broad range of Board seats, a predominantly international

⁷ This may include training on gender mainstreaming, such as targeted training on gender-responsive climate finance and gender-lens investing, and relevant industry standards.

cohort of AEs spanning multilateral, United Nations, and civil society institutions, and a smaller group of NDAs.

23. Across stakeholder groups, there was strong convergence on the need for the next GAP to be firmly results-oriented, with clear baselines, targets and methodologies. Stakeholders emphasized that an effective accountability architecture is a prerequisite for delivery, requiring clear assignment of responsibilities, defined oversight mechanisms and corrective action pathways, and that the provisions of the GAP should be fully embedded within the GCF monitoring system. A consistent shift was called for, moving away from compliance-focused indicators and towards demonstrable outcomes and implementation quality, underpinned by tracked resources and budget transparency. In addition, stakeholders underscored the importance of institutionalizing capacity at GCF, strengthening the feedback loop between monitoring, learning and operational adjustment. Several stakeholders also voiced the need to strengthen coherence with external frameworks, advance gender-transformative and human-rights-based framing, and deepen stakeholder engagement and inclusion, including by enhancing direct access for women's organisations, and keeping reporting proportionate.

VI. Monitoring and reporting

24. Following adoption, the Secretariat will monitor the implementation of the updated GAP and review it as needed, with particular attention to performance against the indicators, baseline and targets set out in Annex II, as well as outcomes-focused results. The Secretariat will share progress on gender results⁸ at both the portfolio and the institutional level as part of established reporting procedures.

25. To ensure coherence between the GAP 2026–2031 and the forthcoming USP-3 and associated Readiness (2028-2031)⁹ elements, the Secretariat will embed gender equality and social inclusion considerations in the USP-3 development process from the outset. There will be defined entry points during the stakeholder consultations, draft preparation and Board review, so that the GAP priorities are systematically considered as USP-3 strategic directions evolve, including in relation to vulnerability, country needs and priorities, access, impact, efficiency and private sector engagement. Clear milestones will include the preparation of a GAP-USP-3 results cross-mapping during the finalization phase of the plan. Once USP-3 is adopted, the GAP will be subject to an early-cycle alignment check process through which its actions, indicators and delivery modalities will be mapped against the final USP-3 strategic orientations, including its programming strategy, reform agenda and resource mobilization objectives.

26. The Secretariat will also regularly review the GAP in light of relevant COP decisions.

27. Any adjustments necessary following the adoption of USP-3 and any relevant COP decisions will be incorporated through the multi-year work programme and annual action planning, thereby maintaining alignment while avoiding the need for a comprehensive GAP update within the same planning period.

VII. Recommended action

28. The Secretariat recommends that the Board adopt the decision set out in Annex I.

⁸ For example, as required under the GCF revised Policy on the Prevention and Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment.

⁹ <https://www.greenclimate.fund/readiness>

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.45/17 titled “Updated Gender Action Plan for the GCF 2026–2031” and its addendum Add.01:

- (a) Welcomes the progress made in implementing the Gender Action Plan for the updated Strategic Plan for 2020–2023, as set out in document GCF/B.45/17;
- (b) Adopts the Gender Action Plan 2026–2031, as contained in annex II, noting that its implementation is subject to the availability of administrative budget, which will be integrated within the multi-year budgeting process;
- (c) Requests the Secretariat to implement the Gender Action Plan 2026–2031 and to report on progress through existing reporting mechanisms to the Board; and
- (d) Requests the Secretariat to integrate into the development process for the third updated Strategic Plan of the GCF, and the further development of the Readiness and Preparatory Support Programme and the Project Preparation Facility, relevant actions from the Gender Action Plan 2026–2031 and associated resources required.

Annex II: Gender Action Plan for the Green Climate Fund 2026–2031

I. Overview

1. The updated Gender Action Plan (GAP) for the GCF 2026–2031 will guide the operationalization of existing Gender Policy commitments on gender equality and women’s empowerment in and through climate action, including by articulating the roles and responsibilities of national designated authorities (NDAs), accredited entities (AEs), delivery partners and the Green Climate Fund (GCF). It prioritizes strengthened governance and institutional accountability over its implementation and the achievement of intended outcomes, including improved transparency on resources allocated to it; enhanced institutional and wider partner ecosystem capacity; and elevated portfolio quality marked by a shift from compliance to measurable impact. It provides a narrative outline, a detailed time-bound framework, and is organized around the policy-designated five priority areas.

II. Key features: priority areas

2. The five priority areas span the institutional, operational and knowledge dimensions. Together, these five areas are designed to ensure that gender responsiveness in GCF climate action is not treated as a stand-alone requirement, but as a system-wide, results-oriented function embedded from policy commitment to institutional capability, in turn translated into operational delivery, supported by resourcing and institutionalized through learning and accountability.

2.1 Governance

3. This priority area addresses the governance framework required to deliver the GAP, at both the portfolio and institutional levels. It focuses on the institutional leadership, accountability and oversight required to do so by embedding gender considerations at the levels of Board, Secretariat and policy frameworks, while reinforcing organizational ownership, coordination and reporting, and advancing gender balance in decision-making bodies and staffing. The objective of activities under this priority area is to strengthen governance and institutional accountability over delivery of the GAP.

4. Specifically, the Secretariat will consolidate a Secretariat-wide governance framework that anchors clear oversight, accountability and institutional leadership for implementation of the Gender Policy and GAP. At the institutional level, this will involve establishing a centralized accountability architecture through an intra-Secretariat Steering Committee under the oversight of the Executive Leadership Team. The Committee’s mandate will be limited to Secretariat-level implementation; Independent Units and third parties would continue to operate under separate accountability frameworks. In the meantime, efforts will be made to advance gender parity, strengthen people and culture systems, and pursue external benchmarking and certification¹ to reinforce institutional credibility. Gender competency requirements would also be developed and integrated into relevant staff performance frameworks and relevant decision-making processes to strengthen accountability. This would include assessing how staff integrate gender considerations into project design and funding

¹ The Secretariat will explore institutional certification or benchmarking against a recognized external standard on gender equity in the workplace, subject to that standard being fully consistent with the GCF Gender Policy and other applicable policies and procedures.

recommendations, and how managers promote inclusive team environments and gender-balanced recruitment. These efforts would be delivered through structured corporate mechanisms that address: (i) representation; (ii) pay equity;² (iii) effectiveness of the human resources framework to ensure equitable learning and development (covering recruitment and promotion, leadership development, training and mentoring, flexible working and organizational culture);³ and (iv) inclusiveness of organizational culture as reflected in employee perceptions.⁴

5. In parallel, at the portfolio level, the Secretariat will ensure systematic monitoring and reporting on the implementation of the Gender Policy, GAP and Sexual Exploitation, Abuse and Harassment Policy, including tracking the effectiveness of Readiness and PPF support in strengthening the gender capacities of NDAs, focal points and AEs, and reporting on overall portfolio performance to the Board.

2.2 Competencies and capacity development

6. The objective of this priority area is to build, strengthen and sustain gender competencies across the Secretariat, NDAs, AEs and other partners through structures and tailored capacity development initiatives to improve the quality and consistency of gender integration and results in GCF programming. This priority area ensures that the Secretariat, AEs, NDAs and other partners have the knowledge, skills and tools to deliver consistent, high-quality, gender-responsive climate finance.

7. Institutionally, this will be achieved by embedding gender considerations into the GCF competency and job family framework, delivering organization-wide and specialized training, and allocating dedicated administrative resources to sustain internal expertise and external advisory support. Specifically, the Secretariat will implement a holistic programme of institutional competency and capacity development to identify training needs and guide delivery of the updated GAP. Tailored training aside, the Secretariat will also promote learning on gender equality and climate change across all staff, including through onboarding and, as appropriate, performance management and qualification processes.⁵ GCF will continue to allocate appropriate resources to sustain these efforts, and establish mechanisms to monitor uptake and progress, supporting the consistent application of gender-responsive practices across the organization.

8. The Secretariat will also establish a gender advisory group of experts⁶ to complement the Secretariat's own technical capacity, a provision already foreseen in the Board-approved Gender Policy. Initiatives such as the establishment of peer-learning groups will complement ongoing initiatives such as the GCF Women group.

² GCF would work towards gender parity at leadership levels of the Secretariat and set targets for improved gender balance across other levels, supported by structured workforce data, and pay equity measures.

³ The Secretariat will explore institutional certification or benchmarking against a recognized external standard on gender equity in the workplace, subject to that standard being fully consistent with the GCF Gender Policy and other applicable policies and procedures.

⁴ In line with the GCF Staff Regulations and Staff Rules, the Secretariat will promote an inclusive, safe and respectful workplace where employee well-being is valued.

⁵ All employees would be expected to complete baseline training on gender equality and gender-responsive approaches relevant to the GCF mandate. By including this requirement in performance management and qualification criteria, completion of such learning and the application of gender-responsive practices may be reflected in individual development plans and performance discussions, particularly for operational and leadership roles.

⁶ GCF Gender Policy, para.25(j): GCF may complement its own technical capacity within the Secretariat with gender consultants and/or through the establishment of a gender advisory group of experts.

9. At the portfolio level, the Secretariat will conduct learning needs assessments and develop and deliver a tailored, systematic programme of outreach⁷ and capacity development to implement the Gender Policy and the updated GAP among NDAs/focal points,⁸ AEs,⁹ delivery partners and other relevant stakeholders. GCF will also review and update its gender and climate change toolkit and develop additional guidance and resources to support the fulfilment of requirements upheld under the GAP 2026–2031. The updated toolkit will be disseminated widely among NDAs, AEs, delivery partners and other relevant stakeholders. Training will also be provided to NDAs, gender and climate focal points, AEs and delivery partners on how to operationalize the updated toolkit. This would help improve GCF upstream gender design across its portfolio and expand the pool of funding proposals with significant gender additionality. The Secretariat will also establish mechanisms to track the effectiveness of capacity-building activities and to demonstrate value-for-money to GCF stakeholders.

10. The GAP will place dedicated emphasis on structured and intentional engagement with women's and women-led organizations throughout its implementation period. Guided by a longer-term objective of expanding access to climate finance, the Secretariat will launch an Engagement-to-Access Pathway to deliver targeted outreach, strengthen the broader partner ecosystem, and improve access for these entities. The Secretariat will map this ecosystem across geographies and undertake engagement to: (i) raise awareness; (ii) improve access to information on accreditation, country platforms, country ownership, readiness and locally led climate action; and (iii) build capacity for direct and mediated access to funding.

11. GCF readiness support can play a strategic role in strengthening gender capacities across the wider partner ecosystem. Through its country-driven and demand-led modalities, it can support NDAs, DAEs and other national stakeholders in strengthening institutional capacity, coordination and planning for gender-responsive climate action, including in country programmes, country platforms, and project pipelines. Readiness can also strengthen country ownership processes, inclusive stakeholder engagement and direct access by building the institutional and operational capacities of entities to integrate gender considerations more effectively. As gender capacity development is an ongoing process, particularly amid changes in institutions and staffing, readiness remains an important instrument for sustaining national capacity. The programme also generates evidence on implementation and results through its reporting and knowledge systems. At the same time, proposal templates already require identification of country- or entity-specific capacity needs, including gaps in gender mainstreaming.

2.3 Resource allocation, accessibility and budgeting

12. The objective of this priority area is to ensure adequate, transparent and traceable resourcing for implementation of the GAP across both institutional and programming domains for budgeting processes. This priority area ensures that adequate resources are identified,

⁷ GCF would undertake a rapid capacity needs assessment and produce a programme for outreach and capacity development. GCF would also review and update its gender and climate change toolkit to support the fulfilment of the requirements of the GAP 2026–2031. The updated toolkit will be disseminated widely among NDAs, AEs, delivery partners and other relevant stakeholders. Training will also be provided to NDAs, gender and climate focal points, AEs and delivery partners on how to operationalize the updated toolkit.

⁸ GCF would continue to support NDAs' and focal points' readiness and PPF requests as needed to develop and/or strengthen their policies, procedures and competencies in order to meet the requirements of the Gender Policy and GAP.

⁹ AEs may continue to request PPF support to meet project-level compliance requirements (gender assessment and gender action plan) and to advance intentional approaches to gender as a value-creation strategy from the beginning of the project cycle.

tracked and reported to support GAP implementation. The activities proposed by the Secretariat in this area aim to strengthen alignment between financial resources and gender outcomes and to ensure that commitments under the GAP are adequately resourced and tracked.

13. At the institutional level, this entails allocating administrative budgets for gender expertise, training and systems, and strengthening internal financial oversight mechanisms to improve transparency and accountability in resource use. The Secretariat will identify and cost human, financial, and material resources required for implementing the GAP under the multi-year and annual work programming and budget processes, introducing internal gender budget tagging through a dedicated project cost category to monitor resource allocation against the five priorities of the GAP 2026–2031, with budget utilization reported annually to the Board as part of the Report on the Activities of the Secretariat.

14. At the portfolio level, the Secretariat will introduce systematic approaches to tracking gender-related investment flows, including through the adoption of gender markers, while advancing analytical work to better identify, value and scale investments that enhance women's economic participation and access to resources, thereby strengthening GCF overall impact. GCF will continue requiring AEs to include gender assessments and project-level GAPs with associated resources in their funding proposals, including human, financial, and other resources sufficient to meet the principles and requirements of the Gender Policy.¹⁰

15. Under the current Gender Policy, GCF ensures that AEs take necessary measures to implement the project-level gender action plan submitted as part of each funding proposal. The Secretariat will promote transparency by updating budget templates to clarify how the GAPs of funding proposals will be resourced. To this end, AEs may incorporate the financial resources required to implement project-level GAPs in the relevant output or activity lines in project budgets where possible, with relevant costs not related to specific outputs or activities incorporated into the project management costs line item. On the readiness front, the RPSP and PPF will be used strategically to support DAEs, AEs, delivery partners and NDAs in pursuing gender equality and women's empowerment through programming. Gender outcomes will be tracked, measured and reported at the project level and captured by GCF at the portfolio level.

2.4 Operational procedures

16. The primary objective of this priority area is to meaningfully embed gender considerations consistently across the GCF project lifecycle and operational processes to ensure that gender responsiveness is effectively translated into operational delivery, thereby improving gender-related outcomes and impacts that ultimately advance gender equality and women's and girls' empowerment and resilience in climate action.

17. At the portfolio level, the updated GAP will continue to advance gender-responsive climate action by applying relevant policy requirements. During accreditation, applicants will still be required to demonstrate a gender policy, strategy, or other commitment to meet the principles and requirements of the updated Gender Policy, and to furnish a track record of such commitment. The pursuit of gender mainstreaming will be maintained, and all funding proposals will continue to be required to include a gender assessment and a project-level GAP. The Secretariat will monitor the adherence of funding proposals to requirements for gender assessments, project-level GAPs, and inclusive stakeholder engagement, while strengthening quality assurance through periodic project-level assessments and broader evaluations of GAP

¹⁰ This would include human, financial and other resources sufficient to meet the principles and requirements of the Gender Policy. Funding may be requested to support women-led actions as needed.

implementation at funding proposal level to ensure accountability for results²⁷. An independent gender outcomes verification pilot will also be considered during this period.

18. The Secretariat will seek to inform the scope of USP-3 for Board consideration to complement compliance-driven gender mainstreaming with the intentional positioning of women's empowerment within its investment approach. Recognizing the potential to enhance inclusiveness, innovation and impact in climate finance, the Secretariat will undertake targeted analytical and learning work to assess the relevance and potential value of integrating gender-lens investing programming within the GCF operational model, including through a review of emerging good practices, stocktaking of the GCF portfolio and pipeline, and engagement with AEs and partners. This analytical work will provide a clear and balanced evidence base to inform related intra-Secretariat deliberations on the GCF future programming approach under USP-3, without pre-empting such decisions.

19. In addition, on account of the rise of GCF financing volumes in fragile and conflict-affected states and the Joint Pledge on Women and Peace and Climate that the Secretariat and other agencies launched at COP 30, dedicated efforts will be made throughout the duration of the GAP to appreciate the nexus between gender and climate action in fragile and conflict-affected contexts, enabling the conceptually robust and structured financing of gender-responsive climate finance in these challenging contexts.

20. Finally, the Secretariat will make proactive and intentional efforts to improve the frequency and quality of its engagement with women's and women-led organizations with a view to increasing access of these entities to GCF climate finance over time.

21. Institutionally, these commitments will require updating corporate operational processes and related partner-facing guidance and strengthening data systems, including improving the collection, aggregation and use of sex-disaggregated data. Such information will be captured through updates to the Annual Performance Report templates.

2.5 Knowledge generation and communication

22. The objective of this priority area is to strengthen data, learning and knowledge-sharing to improve and scale gender-responsive climate finance. The appropriate enhancement of the systems, tools and partnerships needed to generate, share and apply knowledge on gender-responsive climate finance also falls under the scope of this area.

23. Over the duration of the updated GAP, the Secretariat will strengthen its role as a knowledge holder for gender-responsive climate finance by enhancing systems for learning, communication and external engagement. Institutionally, this will include updating and disseminating core tools such as the gender and climate change toolkit and improving internal knowledge management systems to support evidence-based learning.

24. At the portfolio level, the Secretariat will establish platforms for peer-to-peer learning among NDAs, AEs and delivery partners, develop a dedicated knowledge portal, and systematically communicate results and lessons learned, while promoting coherence with other climate funds and supporting the implementation of the UNFCCC Gender Action Plan to reinforce global alignment and impact.

25. The Secretariat will strengthen data collection and analysis systems as needed and will introduce gender markers and indicators,¹¹ with the proposal approval process guiding AEs in selecting meaningful gender indicators to measure progress, outcomes and impact, and noting other diverse dimensions compounding vulnerability, where feasible. GCF will continue to work with NDAs/focal points, AEs, delivery partners and active observers to document experience and draw on knowledge gained from applying the Gender Policy and implementing the GAP, using standardized gender impact metrics to capture evidence on gender-responsive climate finance systematically.¹² A periodic stock-take will consolidate portfolio-level results data, including case studies and lessons learned. The Secretariat's ongoing work on a Harmonized Results Management Framework, subject to conclusion of consultations and approval of the Board, foresees dedicated gender indicators for GCF programming as well as indicators that measure results disaggregated by gender while recognizing other intersectionalities such as Indigenous Peoples and disability. This is part of a larger effort that involves alignment across the MCFs on corporate results framework, results measurement methodologies, as well as reporting.

26. GCF will update its online resources into a knowledge portal on gender-responsive climate finance, including curated learning briefs, toolkits and case studies. Good-practice learning mechanisms (e.g. peer-to-peer exchanges with NDAs/focal points, AEs, delivery partners and civil society) will be established or expanded. GCF will continue to promote coherence and complementarity with peer climate funds through regular exchanges of lessons learned from implementation of the Gender Policy and GAP and will actively support the implementation of the UNFCCC Gender Action Plan, including through the Communities of Practice for Direct Access Entities. Communication of the GCF gender commitments, both internally and externally, will be a strategic activity, with periodic stakeholder feedback sought to inform adaptive management of the GAP.

27. The GAP seeks to reflect, as appropriate, relevant areas of alignment with the UNFCCC Belem Gender Action plan, considering the GCF mandate, processes and strategic priorities. The overlaps are more evident in Priority area A: Capacity-building, Knowledge Management and Communication; Priority area D: Gender Responsive Implementation, Means of Implementation; and Priority area E: Monitoring and Reporting. These areas are already where GCF and the MCFs collaborate and will continue to do so within the GCF mandate.

¹¹ Examples of gender markers for climate and development projects include the Development Assistance Committee of the Organisation for Economic Co-operation and Development, Gender Equality Policy Marker, for gender-lens investing include the 2X Criteria, for grant-based development projects include the W+ Standard, and the UN Women's Empowerment Principles for institutions to advance gender equality in workplace, marketplace and community. The United Nations Sustainable Development Goal 5 on gender equality has multi-dimensional outcome targets (e.g. non-discrimination, leadership, economic resources, unpaid care). The Secretariat's final choice will need to be fully consistent with current GCF policies.

¹² This may include Readiness and Preparatory Support, country programme development, concept notes, funding proposals and project implementation and monitoring and evaluation.

Appendix I: Gender Action Plan 2026–2031

Priority areas	Action	Indicators	Responsibility	Timeline
Priority Area 1: Governance	Institutional			
	1. Set up an Intra-Secretariat Steering Committee to lead the implementation of the Gender Policy and this Action Plan 2. Develop a centrally guided accountability framework	<ul style="list-style-type: none"> • Terms of reference for Intra-Secretariat Steering Committee established and operationalized • Meeting minutes (4/annually) • Accountability framework endorsed by the Executive Leadership Team (ELT) 	Lead: Executive Leadership Team Support: Sustainability and Inclusion Unit, Office of the Chief Strategy & Impact Officer-Front Office (S&IU/OCSIOFO)	Q4 2026 As of Q4 2026 Q1 2027
	3. Periodic monitoring on the implementation of the Gender Policy and Gender Action Plan (GAP) and Sexual Exploitation, Abuse and Harassment (SEAH) Policy	<ul style="list-style-type: none"> • Annual progress reports on the 5 priorities of the GAP and SEAH policy included in the existing reports to the Board and to the Conference of the Parties submitted 	Lead: OCSIO Support: Secretariat-wide	Ongoing
	4. Pursue advancement of gender parity across functions and positions in the GCF Secretariat in:	Percentage of women and men across functions and positions, in leadership roles (Executive Leadership Team and Management Team) and in key advisory and decision-making bodies.	Department of People and Culture (DPC)	Already ongoing, and on an annual basis
	Workforce composition Leadership distribution Hiring ratio	<ul style="list-style-type: none"> ○ Percentage of women and men staff overall ○ Percentage of women and men at Director and Executive Leadership Team and Management ○ Percentage of new hires (women and men) 		

Priority areas	Action	Indicators	Responsibility	Timeline
	Access to development and advancement opportunities Pay equity	<ul style="list-style-type: none"> Percentage of women and men identified in talent pools, or leadership development programmes in GCF Gender pay parity index across comparable roles at all levels in GCF staff		
	5. Consider institutional certification or benchmarking against a recognized external standard, on matters of gender equity in the workplace subject to management decision on scope and timing	100% of certification criteria assessed and documented against GCF policies and related ongoing work prior to submission for certification	DPC	Q1-Q3 2027
	6. Obtain institutional certification for gender against a recognized external standard	External gender certification achieved (baseline=0)		Q4 2027-Q1 2028 (2 years validity)
	Recertification	Progress report submitted tracking milestones against certification requirements Certification renewed for a further 2 years		On an annual basis following certification Q1 2030
Programming / Portfolio				
	7. Establish a gender advisory group of experts to provide technical guidance	Gender advisory group established with agreed terms of reference	Lead: OCSIO-FO/SI&U	Q1 2027

Priority areas	Action	Indicators	Responsibility	Timeline
	on the implementation of the GAP to the Secretariat	Annual Advisory Report provided to the Intra-Secretariat Steering Committee		Q4 2027 and annually
	<p>8. Monitoring and reporting on volumes and effects/benefits of readiness and Project Preparation Facility (PPF) support in boosting the gender capabilities of accredited entities (AEs) and national designated authorities (NDAs) and the production of gender studies (incl. gender assessments, GAPs and related analyses) to inform FPs</p> <ul style="list-style-type: none"> ○ Track and report on support provided to AEs through PPF to AEs to address gender related issues ○ Track and report on the support for gender to NDAs and focal points from the Readiness and Preparatory Support Programme (RPSP) 	<p>Biannual report produced to this end, capturing:</p> <ul style="list-style-type: none"> • Volumes of readiness and PPF support dedicated to boosting gender capabilities of AEs and NDAs and production of gender studies; • Percentage of AEs with policies/procedures/competencies and track record on gender equality at accreditation • Number of PPF applications approved for gender assessments and action plans • Percentage of direct access AEs requesting and receiving RPSP support for the development of gender assessment and gender action plan equality policies and procedures 	<p>Lead: Office of the Chief Investment Officer, Department of Investment Services (OCIO/DINVS)</p> <p>Support: OCSIO Department of Monitoring, Evaluation and Learning (DMEL); OCSIO-FO/S&IU</p>	<p>For Readiness: 2028 and biannually</p> <p>For PPF: Q3 2027 and annually thereafter</p>

Priority areas	Action	Indicators	Responsibility	Timeline
Programming / Portfolio				
	9. Assessing learning needs on gender related matters of AEs, NDAs, delivery partners	Learning needs assessment and roadmap on strengthening gender-related capacity support to be provided to NDAs/focal points, AEs and delivery partners through the RPSP and PPF	Lead: OCSIO-FO/S&IU Support: OCIO	Q4 2026 – Q2 2027
	10. Deliver tailored and gender-capacity development programme for NDAs/focal points, AEs, delivery partners and other relevant stakeholders	Percentage of NDAs/focal points and AEs, and stakeholders reached through gender outreach and capacity development activities Number of stakeholders, NDAs/focal points/gender focal points and AEs that received gender capacity-building support and/or training (baseline=0, target to be set)		Q1 2028 and on a recurrent basis Q3 2027
	11. Launch an Engagement-to-Access Pathway, delivering intentional and targeted outreach to women’s and women-led organizations to strengthen partner ecosystem capacity and improve access	Map of the ecosystem relevant to the GCF mission and comprising women’s and women-led organizations across regions, segmented by community-based groups, civil society organizations, cooperatives, and intermediary organizations (networks, funds, incubators). Pathway roadmap. Delivery of engagement to (a) serve awareness and basic engagement; (b) enhance access to information on accreditation,	Lead: OCSIO-FO/SI&U Support: OCIO/DINVS	Q4 2027-Q4 2030

Priority areas	Action	Indicators	Responsibility	Timeline
	12. Document gender-related learning results from capacity development programme	<p>country platforms, country ownership, readiness, locally led climate action; and (c) build capacity on direct or mediated access to funding</p> <p>-Number of engagement instances for women's and women-led organizations target 1/yearly</p> <p>Number of women's and women-led organizations that submit GCF concept notes or funding proposals or apply for accreditation (baseline=0 ; target 1/yearly)</p> <p>Report on gender-related learning results produced</p>		Q2 2029 and on an annual basis

Priority areas	Action	Indicators	Responsibility	Timeline
	13. GCF will review, update and disseminate its gender and climate change toolkit and will develop additional capacity materials, as needed, e.g.: - Guidance on Nexus between Gender and Fragile and Conflict-affected States	Updated gender toolkit and any other learning materials developed out of the roadmap disseminated and elements embedded in relevant documents to reach all NDAs/focal points and AEs and monitored for effectiveness; all NDAs and AEs have access.	Lead: OCSIO-FO/S&IU Support: OCIO	Q3 2027 and on going
	14. The Secretariat will develop a mechanism to track effectiveness of gender-related capacity-building activities given the importance of demonstrating value-for-money to GCF stakeholders	Effectiveness indicators determined, deployed and reported on an annual basis (baseline=0)	Lead: OCSIO-FO/S&IU and DMEL	Q4 2027
Institutional				
	15. Assessing learning needs on gender-related matters at GCF-level (Secretariat)	Learning needs assessment and roadmap on strengthening gender-related awareness for all staff, with attention to dedicated skills-sets for OCIO and OCSIO teams	Lead: OCSIO-FO/S&IU & DPC Support: OCIO	Q4 2026 – Q2 2027
	16. Gender issues integrated in GCF Competency and Job Family Framework to support the Secretariat in identifying	Gender considerations integrated in GCF Competency and Job Family Framework developed and adopted (baseline -ongoing work)	Lead: DPC	Q3 2027

Priority areas	Action	Indicators	Responsibility	Timeline
	Institutional and role-specific capacity development needs under this Action Plan			
	17. Development and delivery of competency-based training that addresses gender issues for all staff, based on the competency framework and identified learning needs	All Secretariat staff complete gender and climate change training(s) (baseline=0)		As of Q4 2027 (for 2027) and annual refreshers thereafter
	18. Delivery of targeted training for specialist areas, including topics such as gender and climate nexus; gender and fragile and conflict-affected states nexus; gender lens investing; industry standards	All OCIO investment teams and select OCSIO teams trained	Lead: OCSIO-FO/S&IU Support: OCIO	As of Q3 2027 and on an ongoing basis, as needed
Priority Area 3: Resource allocation, accessibility and budgeting	Institutional			
	19. Allocate, track and report on share of administrative budget assigned to the implementation of the GAP 2026–2031	Percentage of annual administrative budget allocated to the implementation of the GAP 2026–2031 (baseline to be established)	Lead: Department of Finance Support: Secretariat	Annually as of 2026
	Programming / Portfolio			
	20. Track and report on share and use of project-level GAP budgets for funding proposals approved as of B.47	Capital expenditure volumes allocated to the implementation of the project-level GAPs and	Lead: OCIO and OCSIO/DMEL	Annually as of 2027

Priority areas	Action	Indicators	Responsibility	Timeline
	and for the remaining duration of the GAP 2026–2031	absorption levels upon project completion (baseline to be established)		
Priority Area 4: Operational procedures	Programming / Portfolio			
	21. Update GCF project operational processes as needed to reflect the provisions of the GAP	All relevant standard operational procedures and documents effectively embed gender considerations and provisions of the GAP 2026–2031	Lead: OCIO Support: OCSIO-FO/S&IU	As of Q1 2027 and ongoing
	22. Monitor the adherence of project funding proposals to the requirement for a gender assessment and GAP	100% of approved funding proposals include gender assessments, project-level GAPs and GAP-dedicated budgets. All are posted on GCF website	Lead: OCIO	Annually
	23. Monitor adherence of funding proposals to requirements for gender-equitable stakeholder engagement and consultation	100% of approved funding proposals documenting evidence of consultation with women's groups and organizations against gender-disaggregated stakeholder data (baseline to be established)		Annually as of B.48 cohort of approved projects/ programmes
	24. Strengthen the Secretariat's adaptive management practice in monitoring project-level GAP implementation	Number of projects to have made course correction to mainstream gender	Lead: OCIO-FO/OS, OCSIO-FO/S&IU	As of Q1 2027
	25. Scope of GCF quality assurance of funding proposal evaluations includes GAP implementation and other gender	100% of funding proposals' midterm and end-of-project/programme evaluations address quality of implementation of GAPs at funding proposal level and other gender	Lead: OCSIO/DMEL	Annually

Priority areas	Action	Indicators	Responsibility	Timeline
	mainstreaming actions and/or co-benefits	mainstreaming actions and/or co-benefits (baseline to be established)		
	26. Launch a voluntary pilot in gender outcomes verification at project level	Report accounting for both substantive performance captured under the pilot's sample, and operational viability (fit for GCF)	Lead: OCSIO/DMEL Support: OCSIO-FO/S&IU	2028–2029
	27. Initiate analytical and learning work to assess relevance and potential value of integrating gender-lens investing programming within the GCF operational model	Roadmap on gender lens investing available for consideration under USP3	Leads: OCSIO-FO/S&IU and OCIO	Q4 2026–Q2 2027
	28. Strengthen systems for collecting, aggregating and analysing sex disaggregated data and indicators for the portfolio approved from B.46 onwards	<p>Number of projects demonstrating meaningful engagement of Indigenous women and delivering gender-responsive, climate-resilient outcomes</p> <p>Number of projects carrying co-benefits at the intersection between gender equality and climate action</p>	Leads: OCSIO /DMEL, OCSIO-FO/S&IU, OCIO-FO	<p>As of the B.48 cohort of approved funding proposals and ongoing</p> <p>As of B.48 cohort of approved funding proposals</p>
	29. Institutional gender markers are adopted, tasked to track depth of integration and advancement of gender equality objectives in GCF investment portfolio and in Readiness	A gender marker system fit for GCF is designed, piloted and operationalized in internal procedures. Funding proposal's depth of gender responsiveness is captured (baseline=0).		By Q3 2027

Priority areas	Action	Indicators	Responsibility	Timeline
	<p>30. Conduct periodic project assessments to gauge performance of project-level GAPs GCF will commit resources as necessary towards independent verification and project reviews and assessments to document and publish the benefits and considerations of actions and achievements that address gender issues as deemed necessary</p> <p>31. Commission the interim and final assessment of the implementation of the GAP</p>	<p>Summary report of project-level GAP assessment findings and lessons learned submitted to the Board (baseline=0)</p> <p>Mid-term and 1 final assessment reports on GAP implementation produced (baseline=0)</p>	<p>Lead: OCIO-FO/ OS Support: OCSIO-FO-S&IU</p> <p>Lead: Inter-Secretariat Committee Support: OCSIO-FO/S&IU</p>	<p>Annually as of Q1 2028 and ongoing</p> <p>Mid-term (2028/29)/final (2031)</p>
Project / Portfolio				

Priority areas	Action	Indicators	Responsibility	Timeline
	32. Communicate information on the implementation of the Gender Policy and GAP; develop a GCF knowledge portal on gender-responsive climate finance	Dedicated intranet page for GCF staff on gender-responsive climate finance launched At least one gender-responsive climate finance communication material developed and disseminated annually	Leads: OCSIO/DCOM and OCSIO-FO/S&IU	Q2 2027 Annually
	33. Establish gender-related best practice learning mechanisms, such as peer-to-peer exchanges for NDAs/focal points, AEs, and delivery partners	Number of peer-to-peer exchanges held with NDAs/focal points, AEs and delivery partners (baseline=0) Report on peer-learning groups and communities of practice (baseline=0)	Leads: OCIO and OCSIO-FO/S&IU	Q2 2027 and ongoing
	34. Promote complementarity and coherence on gender-responsive climate finance among peer climate funds	Annual report on agreed actions	Lead: OCSIO-FO/S&IU	To end in Q1 2026; subsequent arrangements to be confirmed
	35. Support with implementation of the updated United Nations Framework Convention on Climate Change (UNFCCC) Gender Action Plan	Regular progress reports on mandated actions submitted to the UNFCCC gender team Mapping of aligned indicators under the UNFCCC GAP and following priority areas of alignment: Priority area A/Capacity-building, knowledge management and communication; Priority Area C/Coherence; Priority Area D/ Gender-responsive implementation and means of	Lead: OCSIO-FO/SI&U Support: OCIO, OCSIO/DMEL, Office of Governance Affairs	2026 and ongoing

Priority areas	Action	Indicators	Responsibility	Timeline
		<p>implementation; Priority Area E/ Monitoring and reporting</p> <p>Summary report on joint knowledge-sharing initiatives with UNFCCC</p>		

Annex III: Orientations Report: GCF's Gender Action Plan 2026–2031

The Orientations Report: GCF's Gender Action Plan 2026–2031 is contained below.

Orientations Report: GCF's Gender Action Plan 2026 - 2031

About this report

This report was commissioned by Green Climate Fund Secretariat and prepared by Chintal Barot — Founder, CoSustain Consulting Ltd. and Carey Bohjanen — Founder, The Rallying Cry. It is intended to inform the update of the GCF Gender Action Plan 2026–2031 and contribute to broader discussions on gender-responsive climate finance.

About the authors

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Disclaimer

While every effort has been undertaken to ensure the accuracy of the information in this report, it is the reader's responsibility to determine if all information provided is correct and verified. Neither the authors nor the GCF Secretariat can be held responsible for how the information herein is used.

Citation

The suggested citation for this report is: Barot, C. and Bohjanen, C. (2026). *Orientations Report: GCF Gender Action Plan 2026–2031*. May.

Summary

This Orientations Report was commissioned by the Green Climate Fund's (GCF) Secretariat to accompany the Updated Gender Action Plan 2026-2031. It reviews progress made under the previous updated Gender Action Plan 2020-2023, assesses progress on gender within the wider ecosystem, and examines recent developments under the United Nations Framework Convention on Climate Change (UNFCCC or the Convention) process, including the Belém Gender Action Plan adopted at thirtieth session of the Conference of the Parties (COP30) and the work of the Standing Committee on Finance.

The Report draws on internal and publicly available documentation, consultations with senior Secretariat staff and the Independent Evaluation Unit. It sets out the rationale for elevating the level of ambition in the updated Gender Action Plan 2026-2031, reflecting both lessons learned from the earlier period and the call for the Fund's relevance vis-a-vis the evolving international climate finance architecture. The Orientations Report also makes recommendations to strengthen implementation and to ensure that the Gender Action Plan 2026-2031 is responsive, coherent and aligned with emerging guidance from COP and global advancements in the field of gender-responsive climate finance.

The update of the GCF's Gender Action Plan comes at a crucial moment. Global temperatures continue rising to dangerous levels and progress on gender equality cannot be taken for granted. By reaffirming and raising its ambition on gender-responsive climate finance, GCF would send a powerful signal. Recognizing women and girls not only as vulnerable populations but as undeniable agents of change in climate solutions is critical to maximizing the impact of every dollar of climate finance.



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List of Acronyms

AE	Accredited Entity
APR	Annual Performance Report
APPR	Annual Portfolio Performance Report
COP	Conference of the Parties
DAE	Direct Access Entity
DFI	Development Finance Institution
ESS	Environmental and Social Safeguards
FP	Funding Proposal
GAP	Gender Action Plan
GCF	Green Climate Fund
GLI	Gender Lens Investing
IEU	Independent Evaluation Unit
IRMF	Integrated Results Management Framework
LWPG	Lima Work Programme on Gender
MDB	Multilateral Development Bank
NAP	National Adaptation Plan
NDA	National Designated Authority
OECD DAC	Organisation for Economic Co-operation and Development Development Assistance Committee
PDB	Public Development Bank
PPF	Project Preparation Facility
RPSP	Readiness and Preparatory Support Programme
SCF	Standing Committee on Finance
SDG	Sustainable Development Goal
SEAH	Sexual Exploitation, Abuse and Harassment
UNFCCC	United Nations Framework Convention on Climate Change
USP	Updated Strategic Plan
WEPs	Women's Empowerment Principles



1. Introduction

1.1 Context and background

The GCF Secretariat commissioned this Orientations Report to inform the update of the GCF Gender Action Plan 2026-2031 (hereafter referred to as the "GAP 2026-2031") to provide:

- an implementation review of GCF's Updated Gender Action Plan 2020-2023 (hereafter referred to as the "GAP 2020-2023") to mid-2025;
- the current global climate finance and gender context and how the ecosystem in which GCF operates has evolved since 2019, when the Updated GAP 2020-2023 was approved, and;
- recommendations for an updated GAP 2026-2031 aligned with the guidance from the Conference of the Parties (COP), GCF's commitment under the 50X30 vision and thematic pillars thereunder and considering advancements in the field of gender-responsive and gender-transformative climate finance.

As of 2020, gender mainstreaming at GCF is guided by a Gender Policy and Gender Action Plan.¹ The Gender Policy is the principal instrument that establishes mandatory requirements for gender responsiveness across all GCF result areas, encompassing both adaptation and mitigation portfolios as well as Governance and Human Resources matters.² It applies to the GCF Secretariat and the Board, Accredited Entities (AEs), National Designated Authorities (NDAs) and focal points, as well as delivery partners and executing entities engaged in GCF-financed activities. The Updated Gender Action Plan 2020-2023, an organization-wide management tool, operationalizes these commitments through defined priority areas, indicators, and timelines to guide implementation, monitoring and accountability.

At COP29 Parties invited the GCF Board to consider areas for improvement in the context of the gender responsiveness of the work of the Green Climate Fund, taking into account relevant insights, including from the report of the 2024 Standing Committee on Finance Forum on accelerating climate action and resilience through gender-responsive climate finance.³

At COP30 Parties urged the Board to adopt an updated gender action plan for the second replenishment of the Fund, noting the previous plan for 2020-2023, and to actively contribute to the implementation of activities under the Belem gender action plan for 2026-2034 adopted in decision 7/CP.30.⁴

At the same time, the ecosystem in which GCF operates has evolved since the Gender Policy and last Gender Action Plan were approved, with growing momentum around gender-responsive finance and gender-transformative finance approaches such as gender-lens investing (GLI).⁵

Building on progress achieved in mainstreaming gender from 2020-2023 and to mid-2025, GCF has an opportunity to demonstrate leadership in gender-responsive climate finance; keeping pace with evolving practices ensures the fund is leading and complementing efforts in the ecosystem. Such a step gives the Fund the opportunity to demonstrate that it is indeed a learning institution vested towards transformative change and impact.

1 GCF (2015). Gender Policy and Action Plan. Decision B.09/11. The Gender Policy was subsequently discussed at B.12, B.14, B.19, and B.22, and finally adopted at B.24 (Decision B.24/12).

2 GCF (2019). Gender Policy, p.2.

3 GCF (2025). Fourteenth Report of the Green Climate Fund to the Conference of the Parties, para.13.

4 UNFCCC (2025). Report of the Conference of the Parties on its thirtieth session, held in Belem, Addendum, Part two, p.5.

5 Refer to Annex A for a background on gender-lens investing.

1.2 About the GCF

Set up in 2010 by the 194 countries who are Parties to the UNFCCC, GCF is the world's climate fund for developing countries. GCF funds transformative climate projects across the developing world, supporting countries in their responses and actions to tackle climate change by channelling public and private sector investment through a broad range of financing instruments, including grants, debt, equity and guarantees.

GCF is the financial centrepiece of the UNFCCC and the Paris Agreement. As of late 2025, it has built a portfolio of 336 approved projects across 134 countries, representing USD 19.3 billion in GCF resources and approximately USD 78.7 billion when expected co-financing is included.

GCF also provides Readiness and Preparatory Support (grants) for country-driven initiatives (e.g. National Adaptation Plans) to strengthen institutional capacities, governance mechanisms, and planning and programming frameworks for long-term climate action.

Its Project Preparation Facility (PPF) can provide financial and technical support through grants, both reimbursable and non-reimbursable, as well as equity, to support the development of high-quality project and programme funding proposals for submission to the GCF.

1.3 Methodology

This Orientations Report has drawn from internal and public documents and extensive internal consultations with a wide range of GCF Secretariat senior staff.

In 2025, the Secretariat commissioned a review of the implementation of the Updated 2020-2023 Gender Action Plan, which combined secondary and primary research with primary qualitative consultations with Secretariat staff. The review also considered relevant views in the public domain from stakeholders, including civil society organizations, in recent years.

The assessment reviewed the implementation of the action plan under the five designated priority areas:

- Governance
- Competencies and Capacity Development
- Resource Allocation, Accessibility and Budgeting
- Operational Procedures
- Knowledge Generation and Communications

This report presents an independent synthesis drawing on and triangulating a range of available materials, including prior assessments, documentation, and extensive internal consultations with senior staff. It does not constitute a comprehensive evaluation of the Updated Gender Action Plan 2020-2023, but rather a focused analysis of key gaps and areas identified for improvement to inform the design of the GAP 2026–2031. The observations set out herein are not intended as a formal performance assessment of the Secretariat or its staff; rather, they aim to provide a forward-looking contribution to strengthening the GCF’s approach to gender-responsive climate finance. The analysis is based primarily on documentation and internal consultations, and may not fully reflect the perspectives of external stakeholders across the GCF’s broader network of partners and accredited entities.

Together with the Independent Evaluation Unit’s (IEU’s) Gender Synthesis report⁶ these sources form the basis of the section on GCF’s progress on the implementation of the Updated Gender Action Plan 2020-2023 and to mid-2025. This Orientations Report supports the presentation of the GAP 2026-2031 to the Board alongside the IEU’s Independent Evaluation on GCF’s Approach to Gender and the related ‘Progress Report on the Implementation of the Gender Action Plan.’⁷ These reports are complementary — the present report provides a contextual and qualitative analysis within which the IEU’s predominantly quantitative findings can be interpreted. Whilst both are aligned on areas requiring improvement, this Orientations Report also draws attention to areas of progress.

The IEU’s Gender Synthesis adapted the Interagency Gender Working Group (IGWG) Gender Integration Continuum — the global UN standard — for the GCF context, classifying the evolution of GCF’s approach to gender across four levels, aligned with the language of UNFCCC decision 18/CP.20 (Lima Work Programme on Gender) and the Paris Agreement.

These four classifications are also used in this report⁸:

- **Gender Blind:** Operates without any consideration of gender differences (in roles, needs, impacts);
- **Gender Sensitive:** Acknowledges gender differences, accounting for differences into the design and implementation, but does not address or challenge existing gender inequalities (central concept and objective guiding the 2015 GCF Gender Policy and Action Plan);
- **Gender Responsive:** Aims to reduce existing gender inequalities through specific actions/strategies, but does not address or challenge underlying root causes (central concept and objective guiding the 2019 GCF Gender Policy and Action Plan); and,
- **Gender Transformative:** Aims to challenge and change the underlying drivers and root causes of gender inequality (e.g., social norms, power relations, structures).

Consistent with the UNFCCC and IEU, for the purposes of this report, the term, ‘Gender-responsive climate finance,’⁹ is used to mean any form of finance (e.g. grants, debt, equity) that is deployed to achieve both climate and gender outcomes or boost readiness in this direction. For the purposes of this report, the term indicates going beyond compliance and a ‘do no harm’ approach to adopt one that treats gender as a pathway and a lever for additionality and impact.

This report is structured along the following sections:

- **Section 2:** GCF’s implementation of the Updated GAP 2020-2023 until mid-2025;
- **Section 3:** The current GCF Gender Policy, the UNFCCC context, and the evolving field of global climate finance and gender; and,
- **Section 4:** Recommendations for an updated GAP 2026-2031.

⁶ IEU. (2025). Gender Synthesis.

⁷ IEU. (2026). Progress Report on the Implementation of the Gender Action Plan: An interim deliverable.

⁸ IEU. (2025). Gender Synthesis, p.5.

⁹ The reports of the SCF and the IEU’s Gender Synthesis report use the term, ‘Gender-responsive climate finance.’ The GCF Gender Policy acknowledges that, ‘climate change initiatives are more sustainable, equitable and more likely to achieve their objectives when gender equality and women’s empowerment considerations are integrated into the design and implementation of projects.’ This also supports the idea of gender justice not as an ethical obligation, but as a driver of more effective, inclusive and transformative climate finance.

2. GCF's implementation of the Updated 2020-2023 GAP until mid-2025

2.1 Introduction to the GCF's Gender Policy and GAP 2020-2023

The Governing Instrument for the GCF vests GCF with a clear mandate to adopt a gender-sensitive approach in its objectives and guiding principles, at the institutional level and in its operations. It promotes gender balance among the members of the Board and in the Secretariat.¹⁰

The GCF Gender Policy (Gender Policy) defines three main objectives for mainstreaming gender to:

- Support climate change interventions and innovations through a comprehensive gender approach, applied both within the institution and by its network of partners;
- Promote climate investments that: (i) advance gender equality through climate change mitigation and adaptation actions; and (ii) minimize social, gender-related and climate-related risks in all climate change actions; and
- Contribute to reducing the gender gap of climate change-exacerbated social, economic, and environmental vulnerabilities and exclusions through GCF climate investments.¹¹

The Gender Policy applies to all the Funds' activities, including all funding activities for mitigation and adaptation undertaken by both the public and private sector. It applies at four levels: (a) GCF institutional level (b) project/portfolio level (c) national level and (d) sector level.¹²

The Gender Policy encompasses GCF's internal governance, institutional, and operational functions including human resources; and the external activities, delivered through its funded activities, Readiness and Preparatory Support, Project Preparation Facility, projects and its portfolio. Both facets are reflected in the Updated GAP 2020-2023 and will henceforth be referred to in this report as "Institutional" and "Project/Portfolio".

The Updated GAP 2020–2023 set out the operational measures required to implement the Gender Policy, focusing on strengthening institutional capacity, improving gender-responsive programming, and enhancing monitoring and reporting across the portfolio. It aimed to ensure that gender considerations were systematically integrated throughout the project cycle and across GCF operations, supporting more equitable and effective climate outcomes. The GAP also emphasized learning, accountability and collaboration with AEs, NDAs and partners to advance gender-responsive climate finance.

2.2 Progress under the Updated Gender Action Plan 2020-2023 and to mid-2025

Policy & Ambition: how the Updated GAP 2020-2023 has delivered against the GCF Gender Policy and stated level of ambition

The updated Gender Policy and GAP 2020-2023 raised awareness and signaled the importance of gender in achieving climate outcomes and that women and girls are not only a vulnerable group but agents of change driving climate solutions. It set expectations with AEs, NDAs and other entities involved in the project cycle on gender as a key requirement in their institutions and project proposals.

¹⁰ GCF. (2011). *Governing Instrument for the Green Climate Fund*.

¹¹ GCF. (2019). *Gender Policy*, p.2.

¹² GCF. (2019). *Gender Policy*, p.2.



The GCF's approach to gender has evolved from a gender-sensitive approach mandated in the Governing Instrument to a gender-responsive approach in the Updated Gender Policy and GAP 2020-2023. Key shifts towards a gender-responsive approach included: ◆

- the requirement for each Funding Proposal submitted by AEs to include a gender assessment and a project-level GAP, complementary to the environmental and social safeguards (ESS) requirements;
- AEs required to monitor and report on the specific gender elements to be addressed through the project, using appropriate output, outcome and impact indicators; and,
- NDAs/focal points and entities could also request support under the Readiness and Preparatory Support Programme to enhance their capacity to implement the Gender Policy and Gender Action Plan.

Whilst the foundations for gender were improved by the shift to gender-responsiveness and the introduction of supporting changes, their implementation and that of the five designated priority areas of the Updated GAP 2020-2023 has been incomplete and variable.

The delineation between the Institutional and Project/Portfolio requirements in the Updated GAP 2020-2023 is unclear. There is inconsistency in how the two are included in the narrative and indicators, with some requirements included in the narrative but not the indicators, and vice-versa. Furthermore, the Updated GAP 2020-2023 is seen by internal stakeholders as mainly focusing on Project/Portfolio requirements. The Secretariat has struggled to implement both components effectively, especially as the institutional aspects involve the Human Resources function, and responsibility for their implementation has been unclear and diffused across the Secretariat, with insufficient guidance from an institutional perspective. These findings are consistent with those of the IEU and are explained below for each of the five core priority areas of the GAP.¹⁵

2.3 Governance

The Fund has a clear institutional mandate and policy commitment for gender equality, with gender embedded in its Governing Instrument, Gender Policy, and Gender Action Plan.

Governance - Institutional Requirements

In the Updated GAP 2020-2023, five areas for implementation under Governance are identified. Paragraphs five and seven capture institutional requirements, which are to reach gender parity in all key advisory and decision-making bodies of the GCF and for the Secretariat to conduct internal gender audits on the implementation of the Gender Policy and Gender Action Plan respectively.¹⁶

¹³ GCF. Gender — GCF's Response. <https://www.greenclimate.fund/projects/sustainability-inclusion/gender#gcf039s-response>

¹⁴ IEU. (2025). *Gender Synthesis*, p.5.

¹⁵ IEU. (2026). *Progress Report on the Implementation of the Gender Action Plan: An interim deliverable*.

¹⁶ GCF. (2019). *Gender Action Plan 2020-2023*, Priority Area 1: Governance, para.5: "GCF will strive to reach gender parity in all key advisory and decision-making bodies, including the Accreditation Panel, the independent Technical Advisory Panel and the Secretariat. The Secretariat will undertake due diligence of the implementation of the Gender Policy and Gender Action Plan by internal gender audits, and through a project approval and monitoring process. Internal audits should include performance against organizational, process-level indicators of the Gender Action Plan, as listed in annex IV to this document. The implementation of this Gender Policy and Gender Action Plan will require gender competencies within the Accreditation Panel, the independent Technical Advisory Panel and the Board. The Secretariat will report to the Board on the implementation of the Gender Policy and Gender Action Plan on an annual basis."

However, the commitment to reach gender parity in the Updated GAP 2020-2023 under paragraph 5 does not have a corresponding indicator in the table in Annex IV. It has thus not been systematically tracked, monitored and managed, with no clear accountability within the Secretariat. However, GCF has strived to achieve parity in its employment of Secretariat staff as captured in the Report on the activities of the Secretariat (RAS) to the Board.¹⁷ The internal gender audits under Paragraph seven have also not been systematically undertaken.

From 2020 to 2023 and up to mid-2025, the Secretariat provided updates on gender-related actions through its annual reporting mechanisms including in the Reports of the Secretariat to the Board, the annual report to the COP and through the Annual Portfolio Performance Report (APPR). Nevertheless, such reporting was found to have been inconsistently undertaken against the five priorities. For example, at the institutional level, mandated reporting on Board composition on gender was limited.

Institutionally, the requirements of the Updated GAP 2020-2023 are not adequately operationalised, with milestones and targets not clearly defined and consistently tracked. This has resulted in:

- Inconsistent implementation of GAP provisions across divisions and governance levels;
- A lack of a clear accountability framework for gender outcomes with clearly articulated roles and responsibilities for gender;
- A lack of formal mechanisms including an internal gender audit for monitoring gender mainstreaming across Board committees, panels, and Secretariat functions;
- No centralised pay parity dashboards, internal gender audits or tools for tracking and reporting progress; and,
- A lack of a data management system with systematic reporting against baselines.

It should be noted that the IEU's Gender Synthesis focuses on the Project/Portfolio level rather than at the Institutional level because of significant challenges in obtaining institutional-level data.

This is an area that needs strengthening in the substance and implementation of the GAP 2026-2031.

Governance - Project/Portfolio Requirements

GCF has successfully included performance on gender equality in the accreditation requirements related to the GCF Gender Policy and Gender Action Plan and from 2020 to 2023 (up to 2025 where data is available):

- 80% of AEs meet accreditation requirements and have policies and procedures on gender equality, and gender equality competencies, and track records in gender equality issues. The Secretariat continues to work with AEs with outstanding requirements to close the conditions.
- Uptake of the Readiness resources on gender has been good – 68.5% of direct access applicants/AEs requested Readiness support for gender resources, GAP-aligned policies and procedures.¹⁸

2.4 Competencies and capacity-development

Competencies and capacity-development: Institutional Requirements

The Gender Policy requires GCF to commit 'the necessary resources, financial and human,' to robustly mainstream gender in 'its day-to-day governance, operations and procedures, and its performance measurement framework'.¹⁹

¹⁷ GCF. (2023). *Report on the activities of the Secretariat*, p.7.

¹⁸ IEU. (2026). *Progress Report on the Implementation of the Gender Action Plan: An interim deliverable*, p.7.

¹⁹ GCF. (2019). *Gender Policy*, p.2.

The Updated GAP 2020-2023, under paragraphs 10 to 13, sets out that GCF:

- Will ensure that learning in relation to gender equality and climate change becomes a valuable and required asset available to all staff (paragraph 10);
- Is accountable for gender results and will reflect this in its internal policies and HR management guidelines (paragraph 11);
- Secretariat staff will receive training on gender mainstreaming and help develop institutional guidance to implement the Gender Policy and Action Plan (paragraph 12); and,
- Will appoint a senior gender focal point and may appoint a senior staff member as the gender focal point or champion reporting to the Executive Director to lead the implementation of the Gender Policy and Action Plan (paragraph 12).

None of these requirements are, however, reflected in the Action Plan indicators with clear accountability, resulting in inadequate implementation. Some progress is seen with limited gender trainings, awareness raising on the Gender Policy and the establishment of the Women at GCF initiative.

Progress has been made with the expansion of the Secretariat's Gender and Social Inclusion team, now within the Office of the Chief Strategy and Impact Officer, to complement the work of the Operational Safeguards team under the Office of the Chief Investment Officer, which has also expanded its team in recent years. Though separate divisions with distinct mandates, the teams recognize that effectiveness depends on close collaboration as policy direction must inform operational practices, and lessons from implementation should feed back into policy development and refinement.

However, in both teams it will be critical to possess the required skills and expertise in gender equality and women's economic empowerment in order to meet and deliver on the commitments and requirements of the Gender Policy, and should be captured in the GAP for 2026-2031. This includes expertise in emerging best-practice in the field of gender-lens investing for public and private climate finance. It is advisable that the number of experts within the divisions is adjusted periodically to meet the ever-growing portfolio and to appropriately serve the upcoming relocation of the investment teams to the regions that they serve.

GCF internal training on gender, including onboarding, remains inconsistent, undercutting the Secretariat's efforts to increase internal expertise in a structured manner over time. Gaps also persist in embedding gender principles into human resources policies, performance systems, workplace culture and organizational learning.

The operational safeguards team, which hosts the organization's gender and sexual exploitation, abuse and harassment (SEAH) experts, remains under-resourced and overstretched, compromising the crucial role these experts play in ensuring that gender risks, the principle of 'do no harm,' as well as the mainstreaming and 'do good' aspects, in GCF's projects/portfolio, and overall investments, are managed and incorporated.

Competencies and capacity-development: Project/Portfolio Requirements

At the Project/Portfolio level, the Updated GAP 2020-2023 commits GCF to use outreach and capacity development events and activities to raise awareness, build capacity, and share knowledge about the Gender Policy.

At the Project/Portfolio level, the Updated GAP 2020-2023 commits GCF to delivering capacity development activities to support implementation of the Gender Policy and publish and disseminate a gender and climate change toolkit to NDAs, focal points, AEs and delivery partners on how to mainstream gender in projects.

The Secretariat has delivered regional and national training programmes, an online training course on mainstreaming gender in NAPs, and support is available to AEs on a case-by-case basis to help them comply with all policy requirements, including on the gender policy. Training has been supported through the joint plan of action between GCF and the other multilateral climate funds. The quality of training has not been assessed making it difficult to opine on its performance. Portfolio reviews consistently confirm that AEs would welcome stronger capacity-building support to meet gender policy requirements, and demand is likely to increase with the publication of the updated GAP 2026-2031.

A gender and climate change toolkit to guide integration throughout the project cycle was disseminated as part of the project development process from 2020-2023 and to mid-2025. However, little information is captured on its use and concrete benefits, and related training and outreach for NDAs, AEs and delivery partners has been delivered infrequently. It would need to be reviewed and updated for alignment to the updated GAP 2026-2031.

2.5 Resource allocation, accessibility, and budgeting

The Gender Policy commits GCF to advancing gender equality and women's empowerment through resource allocation and budgeting, both within its institutional functions and across its climate adaptation and mitigation Projects/Portfolio.

Resource allocation, accessibility, and budgeting: Institutional Requirements

The Updated GCF GAP 2020-2023 specifies that funding to support gender internally will be tracked using the indicator "percentage of the annual administrative budget earmarked by the Secretariat to support gender expertise (staff, consultants), training, communications, monitoring, and evaluation".

While the Secretariat allocated a share of the administrative budget for the Updated GAP 2020-2023's implementation, and has invested in building the Fund's monitoring, evaluation and learning capacity, the absence of a systematic data management system, for allocating, tracking and reporting the apportionment of resources/budgets, for gender internally, by the Secretariat's various offices and teams, is a key challenge that needs to be addressed in going forward.

As mentioned in the Competencies and capacity-development section, gender expertise remains limited at the Secretariat, which presents another key challenge. The number and type of experts within the divisions will have to be adjusted periodically including recruiting new staff, to meet changing needs: a growing portfolio, pipeline diversity and the ambition of the updated GAP 2026-2031. Adequate resources need to be identified and allocated for internal awareness and capacity building, and for external experts to provide strategic, targeted support.

Resource allocation, accessibility, and budgeting: Project/Portfolio Requirements

On the programming front, AEs have been including gender assessments in their funding proposals as a requirement, and budgeting for project-level GAPs has been institutionalized through proposal templates. Best practice would dictate that such gender action plans across financing proposals were accompanied by a budget, target indicators, a timeline, and specific actions to address the designated gender related goals of the project. Under the Updated GAP 2020-2023, AEs have been required to track resources and budgeting using the indicator "approved budget amount for targeted gender support at the project/programme/portfolio level". This review found the quality of this indicator's content to considerably vary across FPs, in part reflecting the wide diversity of AEs and their differing capacities in executing gender action plans.

In terms of readiness funding, over USD 166 million has been extended between 2017 and 2023, including 40 gender-focused grants and more than 200 projects integrating gender and climate co-benefit strategies.

The absence of gender budget tagging and a public dashboard on gender allocations for FPs limits transparency and prevents a more granular understanding of resource flows. It constrains the Secretariat's ability to assess the degree, nature, and distribution of gender-related investments in both readiness and project finance.

2.6 Operational procedures

Operational procedures: Project/Portfolio Requirements

The Gender Policy and GAP 2020-2023 established a framework for integrating gender considerations into Project/Portfolio operational procedures, including annual reporting to both the Board and the COP. It required every GCF funded proposal to contain a gender assessment and Gender Action Plan (referred to as the Project GAP in going forward).

This area is the most clearly articulated in the Gender Policy and GAP 2020-2023 and has consequently seen the most consistent delivery of the Action Plan's provisions. Key progress includes:

- Several Board decisions have embedded gender considerations into investment criteria, signalling a shift toward institutionalizing gender accountability in the portfolio;
- Operational compliance with gender requirements at the project-level stands at 100%, with all projects approved carrying a GAP since adopting the Updated Gender Policy in November 2019. Annex 4 (Gender Assessment and GAP) is routinely used in funding proposals, with strengthened linkages with the Environmental and Social Safeguards (ESS) and Integrated Results Management Framework (IRMF); and
- AEs have been confirming owning gender equality competencies and capacity as part of the accreditation process.

Nonetheless, whilst compliance is high, it alone does not equate performance, and this is seen in the wide variance in the quality of the Gender Assessments and project GAPs.

The well-established operational procedures on gender provide a good foundation for GCF to elevate gender equality and women's economic empowerment as drivers of impact and effectiveness, thereby catalyzing the transformational, system-level change in support of the Fund's mandate. To do so, they will need to be reviewed and updated for alignment under the updated GAP 2026-2031.

At the same time, certain key areas of weakness will need to be addressed to strengthen operational procedures, namely:

- Gender integration in the design of the funding proposal often occurs retroactively rather than at project inception.
- Given the rise in sub-projects under multi-country programmes, ways to strengthen gender including monitoring and reporting could also be explored. A review of sub-projects could consider the value of a programmatic approach including gender due diligence, commensurate with the large volumes of sub-projects. The implication on human resources and budget to address this issue needs to be explored in a broader discussion.
- Data collection and analysis capacity has been limited, with inconsistent collection of sex- and age-disaggregated data (missing from the Updated GAP 2020-2023 indicators) and weak portfolio-level aggregation. This undermines monitoring, learning, and accountability, and
- Reporting against the GAP in Annual Performance Reports (APRs) lacks clarity, depth, and evidence of outcomes and impacts.²⁰

20 IEU. (2026). Progress Report on the Implementation of the Gender Action Plan: An interim deliverable, p.5.

Progress has already been made on the first of these points by the Operational Safeguards team under the Office of the Chief Investment Officer, and from late 2024 they have begun to review and support gender integration from project inception, rather than when the Funding Proposal has been completed. This is a significant improvement which allows GCF to work with AEs to design meaningful and integrated approaches to gender.

2.7 Knowledge generation and communications

Knowledge generation and communications are critical to strengthening competencies and capacity internally in the GCF, and at the Project/Portfolio level for NDAs, AEs and delivery partners, and for transparently communicating the GCF's performance and progress on gender to external audiences. They are also important for sharing best practices with peer climate funds to help harmonize approaches on gender.

There is strong internal demand for learning on gender, with staff showing readiness for system-wide knowledge investments, and strong demand from AEs as evidenced by the good uptake of Readiness grants. However, there is no clear strategy or plan with accountability for knowledge transfer and institutional learning. Systems for knowledge generation, transfer and institutionalisation are limited, communication platforms on gender are lacking, peer learning mechanisms are absent and existing knowledge products have low visibility.

These gaps hinder effective sharing, application and retention of organizational learning, compounded by high staff turnover and the absence of an enterprise-wide knowledge hub or peer-learning platform. While staff interest in learning is strong and isolated good practices have emerged, knowledge has not been consolidated or scaled.

The Updated GAP 2026-2031 should clearly step up its ambition in this domain, define the target audience and provide for more tailored knowledge and communications activities, where possible and appropriate, both internally and externally. For example, incorporating materials on gender within NDA, AE and DAE engagements may be more effective than sharing materials through the website. Further updating its online resources into a knowledge portal on gender responsive climate finance, curated learning briefs, toolkits, and case studies would be a strategic action including the continuation of the complementary and coherence work with the peer climate funds and the support to the implementation of the UNFCCC's Belém Gender Action Plan. Each knowledge and communication activity should include adequate resources and budget.

3. The current GCF Gender Policy, the UNFCCC context, and the evolving field of global climate finance and gender

While the GCF's Gender Policy and Gender Action Plan remain relevant, both the international context and the broader climate finance ecosystem have evolved significantly since their adoption in 2019, creating a need to take stock of where the Fund currently stands and where it ought to be aiming.

3.1 The UNFCCC context and implications for the updated Gender Action Plan 2026-2031

At COP30 in Belém, Parties adopted the Belém Gender Action Plan (2026–2034), which places increased emphasis on intersectionality, enabling conditions, and—critically—on improving the gender-responsiveness of climate finance. Activity D.4 of the Belém GAP explicitly invites operating entities, and other public and private actors to share information on efforts to advance gender-responsive climate finance, reinforcing expectations that institutions such as the GCF move beyond procedural compliance toward demonstrable finance and impact-related results. The COP30 Action Agenda further reinforces this direction, framing climate action as people-centred and explicitly highlighting women, youth, and other groups.



3.2 The GCF context and implications for the updated Gender Action Plan 2026-2031

Within the GCF, senior leadership ambitions and institutional reforms provide an important backdrop. The "50 by 30" Blueprint for Reform and accompanying roadmap articulate a vision for the Fund to manage USD 50 billion by 2030 through simplified access, faster decision-making, programmatic approaches, stronger partnerships, and significantly scaled private sector mobilization. Gender equality and gender-responsive climate finance are positioned as integral to these ambitions, underpinning efforts to crowd in private capital and ensure that scaled-up climate finance delivers equitable and inclusive outcomes across mitigation and adaptation.

Vulnerability, as reflected in the Fund's objectives, is deeply shaped by structural gender inequalities that heighten women's exposure and sensitivity to climate risks while constraining their adaptive capacity. Women are disproportionately represented among those most vulnerable to climate change due to unequal access to resources, services, finance, and decision-making, as well as their concentration in climate-sensitive livelihoods such as agriculture and their primary responsibility for securing food, water, and energy for households. These entrenched disparities not only amplify the impacts of climate shocks on women's incomes, health, and safety, but also limit their ability to recover, adapt and mitigate, reinforcing cycles of vulnerability. Within this context, the GCF's emphasis on gender equality and women's economic empowerment is not ancillary but central to its mandate: by addressing structural barriers, expanding women's access to productive resources and economic opportunities, and recognizing their roles as agents of change, gender-responsive investments enhance effectiveness and enable more inclusive and durable climate outcomes.

The current GAP is embedded within a broader GCF policy ecosystem. The GCF Strategic Plan 2024–2027 commits to keeping equity and gender dimensions at the forefront of climate action and mainstreaming the GAP across governance, risk management, safeguards, results, learning, and organizational capacity. This commitment is echoed in the Private Sector Strategy, the Locally Led Climate Action (LLCA) framework—which emphasizes country-driven, participatory, and gender-responsive approaches, the revised Policy on the Prevention and Protection from SEAH, which establishes zero tolerance across all institutional activities, paired by the respective SEAH Action Plan at the project level. Collectively, these frameworks underscore that gender responsiveness is both a driver of effectiveness and a core safeguard within the GCF's mandate.

In parallel, the GCF has committed, alongside peer multilateral climate funds such as the Adaptation Fund, Climate Investment Funds, and the Global Environment Facility, to enhancing coherence and complementarity across policies, programming, capacity-building, knowledge exchange, and implementation, covering gender mainstreaming which features across all five areas of the joint action plan.

3.3 The wider ecosystem of gender-smart climate finance and implications for the updated Gender Action Plan 2026-2031

Beyond the GCF and the UNFCCC, the broader climate and development finance ecosystem has undergone a notable shift over the past decade. Leading actors have moved from gender-sensitive or gender-responsive approaches toward explicitly gender-transformative models that seek measurable changes in outcomes, agency, and power relations. This evolution reflects growing evidence that gender-responsive approaches can enhance climate effectiveness, reduce risk, and create additional social and economic value.





Over the past five years, the climate–gender nexus has shifted from a largely normative and safeguards-oriented agenda to an increasingly investment-driven, value-based proposition, with gender integration now seen as central to the effectiveness, risk management, and scalability of climate finance. While earlier approaches focused on acknowledging differentiated vulnerabilities, the period since roughly 2020 has seen the rapid emergence of gender-responsive and “gender-smart” climate investing, including the integration of gender criteria into investment screening, due diligence, and performance metrics across public and private portfolios.

The ecosystem has recorded the mobilization of significant volumes in gender-lens capital and an increased encouragement of investments at the intersection of gender and climate, while private markets have seen the proliferation of dedicated funds applying combined climate and gender strategies. This shift is particularly evident in the field of gender-lens investing (GLI), which increasingly frames gender as a value-creation and risk-management strategy across both public and private finance.

Initiatives such as the 2X Challenge and 2X Global—launched in 2018 and by now mobilizing over USD 33 billion—have helped establish clearer standards, metrics, and accountability mechanisms for GLI. Many institutions advancing this agenda are also AEs of the GCF, reflecting a broader trend that calls on the GCF to keep pace with advancements in the field and the growing gender capabilities of its AE network. While GLI has advanced most rapidly in the private sector, there is growing recognition of its relevance for public climate finance, particularly given the disproportionate climate vulnerability of women and girls and their role as agents of change. Public development banks (PDBs), convened through the Finance in Common Summit, are at the forefront of this shift.²¹ Civil society actors increasingly expect public climate finance institutions to demonstrate comparable intentionality and transparency on gender outcomes, adapted to public sector contexts and mandates. Concurrently, evidence has strengthened the business case: gender-inclusive investments are associated with stronger financial returns, improved climate outcomes, and better risk-adjusted performance, prompting investors to treat gender not as a compliance requirement but as a driver of impact and value creation.

At the system level, international frameworks and standards have reinforced what constitutes effective gender-responsive and gender-transformative finance. Statistical tools, such as the OECD DAC Gender Equality Policy Marker, SDG 5 on gender equality and women’s empowerment, the Women Entrepreneurs Finance voluntary code and the Women’s Empowerment Principles (WEPs) provide guidance for institutional practice, while outcome-focused approaches like the W+ Standard offer metrics and verification for tangible gender impact in development projects. Together, these instruments hone the ecosystem’s focus, whilst enhancing transparency, comparability, and accountability across both public and private actors, and supporting the shift from compliance-focused gender mainstreaming toward intentional, measurable outcomes.

4. Recommendations for an updated Gender Action Plan 2026-2031

4.1 Recommendations on the level of ambition and strategic shifts

The update to the GAP and the crafting of a new Action Plan for 2026-2031 present an opportunity for the GCF Secretariat to address the gaps, challenges and lessons from past performance presented in this report and including those of the IEU, demonstrating leadership within an evolving gender and climate finance ecosystem. The recommendations presented here enable GCF to align with guidance from the COP, including the Lima Work Programme on Gender and the Belém Gender Action Plan (2026–2034).

²¹ Finance in Common Summit. (2023). Paris Development Banks’ Statement on Gender Equality and Women’s Empowerment; Finance in Common Summit. (2023). Towards Gender-Responsive Climate Action in Public Financing: The Case of Public Development Banks; Finance in Common Summit. (2023). Taking Gender Mainstreaming Seriously in Climate Finance.



While this report references gender-responsive approaches, the GCF should consider progressively elevating its ambition toward gender-transformative climate finance — consistent with its standing as the world’s leading climate fund and the direction of travel across the field. This includes a more strategic use of gender as a lever for climate impact, additionality, and value creation in the GCF’s financed activities, aligning with industry best-practices and standards such as GLI, and actively contributing to the ecosystem.

The updated GAP 2026-2031 could also more explicitly embed an intersectional lens, recognizing that gender inequalities are shaped by overlapping factors including indigenous identity, socio-economic status, race, disability, migrant status, rural/urban location and age — each presenting both distinct vulnerabilities and opportunities for more targeted climate action.

A central structural change needed in the updated GAP 2026-2031 is clearer differentiation between actions at the Institutional and the Project / Portfolio level. This distinction will help to sharpen accountability by ensuring that institutional commitments to gender are not conflated with project-level delivery — allowing each level to be assessed, resourced and monitored on its own terms.

Monitoring and reporting should be strengthened to address the gaps in the data systems and refocused toward outcome-level indicators, enabling the GCF to report more meaningfully on its results and contribute to global learning under the Belém Gender Action Plan (2026–2034).

4.2 Recommendations to strengthen the five priority areas

Across the five GAP pillars (Governance; Competencies and Capacity Development; Resource Allocation, Accessibility and Budgeting; Operational Procedures; and Knowledge Generation and Communications) the updated GAP 2026-2031 could reinforce three cross-cutting objectives: stronger institutional accountability, more consistent portfolio-level outcomes, and alignment with evolving standards. Key recommendations for each pillar are summarised in the table below.

Lessons / areas for improvement based on past performance of the Updated GCF Gender Action Plan 2020-2023	Recommendations for updated GAP 2026-2031
Governance	
<p>Institutional:</p> <ul style="list-style-type: none"> • Gender parity commitments and internal audits were not included in the Updated GAP 2020–2023, resulting in inconsistent implementation and no systematic tracking across divisions and governance levels • Reporting against the five GAP priorities has been inconsistent, with no centralised tools or dashboards to track institutional gender progress • A lack of a clear accountability framework for gender outcomes with clearly articulated roles and responsibilities for gender <p>Project / Portfolio:</p> <ul style="list-style-type: none"> • Consistent demand seen from NDAs and DAEs for support on gender through RPSP 	<p>Institutional:</p> <ul style="list-style-type: none"> • Embed gender parity commitments and internal audit mechanisms in the updated GAP with clear milestones, targets and accountability frameworks • Establish consistent reporting against all GAP priorities and develop centralised tracking tools across divisions and governance levels • Establish a central accountability framework with clearly defined roles and responsibilities for the updated GAP provisions <p>Project / Portfolio:</p> <ul style="list-style-type: none"> • Review support on gender through RPSP to align with the updated GAP and encourage uptake



Competencies and Capacity Development

Institutional:

- Requirements for institutional learning and development on gender not reflected in GAP indicators with clear accountability
- No enterprise-wide framework exists for building and tracking gender competencies across Secretariat staff and Board functions

Project / Portfolio:

- Regional and national training, online courses and case-by-case AE support have been delivered, but training quality and participant feedback are not assessed and support has been uneven
- The gender and climate change toolkit has been disseminated but its use and impact are not tracked, and related outreach has been infrequent

Institutional:

- Embed gender learning requirements in the updated GAP with clear indicators, targets and accountability
- Develop an enterprise-wide gender competency framework covering Secretariat staff and Board functions, with mandatory learning and progress tracking

Project / Portfolio:

- Strengthen capacity-building support to NDAs and AEs with systematic quality assessment and participant feedback mechanisms
- Review, update and disseminate the gender toolkit in line with the updated GAP, with regular outreach and tracking of uptake and use

Resource Allocation, Accessibility and Budgeting

Institutional:

- Budget is allocated for GAP implementation, but no systematic data management system exists for tracking and reporting internal gender resource allocations
- Gender expertise at the Secretariat remains limited and the operational safeguards team is under-resourced, compromising effective management of gender risks and mainstreaming

Project / Portfolio:

- Gender assessments and project-level GAP budgeting have been institutionalized through proposal templates; however, quality varies considerably across funding proposals and the absence of gender budget tagging and a public dashboard limits transparency

Institutional:

- Develop a systematic gender budget tracking and reporting system with clear indicators for internal resource allocation
- Periodically review and adjust gender expertise across divisions, and adequately resource teams including the operational safeguards team to meet provisions of the updated GAP and growing portfolio needs/demand

Project / Portfolio:

- Strengthen gender budgeting requirements and quality standards in funding proposals, and introduce gender budget tagging and a public dashboard on gender allocations to improve transparency and analysis of resource flows

Operational Procedures

Project / Portfolio:

- Since 2019, all approved projects have a GAP, and Board decisions are progressively embedding gender into investment criteria; however, quality of gender assessments and project GAPs varies widely
- Inconsistent collection of sex- and age-disaggregated data and weak portfolio-level aggregation undermine monitoring, learning and accountability
- APR reporting against the GAP lacks clarity, depth and evidence of outcomes and impact

Project / Portfolio:

- Review and update operational procedures for alignment with the updated GAP 2026–2031, building on the strong compliance foundation to drive quality and performance
- Strengthen data collection and aggregation systems for sex- and age-disaggregated data, and other intersectional areas across the portfolio, including where feasible for sub-projects under multi-country programs
- Strengthen APR reporting requirements with clear guidance on evidencing gender outcomes and impacts

Knowledge Generation and Communications

Institutional:

- No clear strategy or accountability for internal knowledge transfer and institutional learning; communication platforms on gender are lacking, peer learning mechanisms absent and existing knowledge products have low visibility

Project / Portfolio:

- Good demand for gender learning from partners, but knowledge and communications activities lack defined target audiences and are not consistently tailored to the needs of NDAs, AEs and delivery partners

Institutional:

- Develop a clear knowledge management strategy with an enterprise-wide knowledge hub, dedicated gender communication platforms and peer learning mechanisms, with adequate resources and budget

Project / Portfolio:

- Scale up tailored knowledge and communications activities for NDAs, AEs and delivery partners, embedding gender content aligned with the updated GAP 2026–2031 within direct engagements rather than relying solely on website dissemination



4.3 Final reflections

The process of updating the GCF's GAP 2026-2031 presents an opportunity to step up and increase ambition in order to ensure that the Gender Policy is fully, credibly, and effectively implemented in a rapidly changing international context.

The lessons and accompanying recommendations in this report seek to close implementation gaps and challenges, strengthen accountability and impact, ensure continued alignment with COP guidance, and encourage the GCF to adopt a leadership position in gender-responsive and gender-transformative climate finance.

Crucially, they do so in a way that is enabling, proportionate, and sensitive to the diverse contexts of GCF's partners, leveraging what has already been achieved while accelerating progress toward meaningful, measurable gender-climate outcomes at scale.



Annex A: Gender as a strategic lever for climate finance

There is growing evidence that gender-responsive climate finance can simultaneously amplify positive development outcomes for women and accelerate both climate mitigation and adaptation. Women smallholder farmers supported through gender-responsive climate finance have gained access to drought-resistant seeds and crop insurance, strengthening their resilience to climate shocks.²² Where women reach a critical mass of board representation, companies demonstrate measurably stronger climate governance, lower greenhouse gas emissions and greater resource efficiency.²³ Gender-responsive climate finance deployed in emerging markets has also been shown to drive formalized climate commitments among firms, with women in senior leadership playing a central role.²⁴ These are precisely the outcomes the GCF exists to deliver.

Research also shows that investing with a gender and broader equity lens makes economic, social and environmental sense, including evidence that greater gender diversity in the workforce could enhance business performance by 15%, and that closing gender gaps in economic participation could add USD 160 trillion to global human capital wealth and increase global GDP by up to 26%.²⁵

Institutions such as the DFIs (e.g. British International Investment, FinDev Canada, Dutch Entrepreneurial Development Bank (FMO), Proparco) and MDBs (e.g. World Bank/International Finance Corporation (IFC), Asian Development Bank (ADB), European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD)) apply gender as a value-creation and risk-management lens in their respective investment strategies.

DFIs and MDBs have played a central role in advancing global gender investment frameworks. For example, BII along with over 15 other DFIs/MDBs launched the Gender Finance Collaborative in 2018 which is now the industry body 2X Global.²⁶ 2X Global has set the global standard for GLI, the 2X Criteria.

The 2X Criteria provide a structured set of indicators to identify and qualify investments that advance gender equality across five principal dimensions: leadership (women in senior management and boards), employment (quality and quantity of jobs for women), entrepreneurship and value chains (support to women-owned or -led enterprises), products and services (solutions that disproportionately benefit or empower women), and financial inclusion/intermediation (mobilizing capital for women through financial institutions).

Initiatives such as the 2X Challenge — launched at the G7 Summit in 2018 — have played a catalytic role in building the field of GLI, mobilising USD 33.6 billion in investments to support gender equality and women's economic empowerment between 2018 and 2023. The latest phase of the Challenge (2024–2027) further confirms this shift by calling on DFIs and other public and private capital providers to mobilise at least USD 20 billion more, including at the intersection of gender and climate finance.²⁷ This trajectory reflects a fundamental shift in how DFIs understand the relationship between gender equality and investment performance.

22 2X Global. (2025). Green Gains: How Gender-Smart Funds Drive Climate Action and Returns; 2X Global. One Acre Fund Case Study.

23 FP Analytics. (2022). Decarbonization and the Gender Dividend, as cited by IFC. Gender-Inclusive Climate Investment

24 IFC. (2024). Gender-Responsive Climate Governance and the Role of Women Leaders

25 2X Global. Why Invest with a Gender Lens? citing McKinsey & Company. Ten Things to Know About Gender Equality; and World Bank. (2018). Unrealized Human Capital: Education and the Global Economy.

26 2X Global. [2X Criteria](#).

27 2X Global. [2X Challenge](#).



The relevance of the 2X Criteria to the climate action agenda lies in translating gender equality into investable outcomes across climate-relevant sectors (energy, agriculture, infrastructure, finance), thereby enabling investors to capture both climate impact and social value within a single framework. By systematically integrating gender into capital allocation decisions, the 2X Criteria help identify overlooked markets (e.g. women-led green enterprises), strengthen risk management and performance, and ensure that climate investments contribute to inclusive, resilient, and system-level transitions, aligning financing flows with the broader objective of a just and equitable paradigm shift.

Recognizing the importance of applying a gender lens in their climate finance investments, BII, EBRD and EIB supported an initiative anchored in 2X Global to develop the 2X Green Toolkit for gender-smart climate finance to mainstream gender in their climate finance investments.²⁸

Beyond the 2X ecosystem, broader market data underscores both the scale and the untapped potential of gender-responsive climate finance. Convergence Market Data has recorded 116 blended gender-responsive adaptation transactions totalling \$13.5 billion. This represents 34% of the total number of blended adaptation transactions in Convergence Market Data, but only 26% of aggregate financing. They identify challenges to scaling gender-responsive climate adaptation as nascent markets, a limited pipeline of investable opportunities, and smaller deal sizes.²⁹

Convergence also finds that the relatively small size of the gender-responsive adaptation market reflects a broader gap between climate priorities and capital allocation. Its analysis of 97 National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs) with costed adaptation needs found that only 20 identified dedicated financing requirements for gender equality and social inclusion interventions.

GCF is uniquely positioned to bring catalytic solutions to both challenges. By directing investments into gender-responsive adaptation, GCF can bolster the market and demonstrate a credible pipeline of investable opportunities. By supporting national governments to strengthen the financing for gender equality within their NAPs, NDCs and other climate policy instruments, it can help close the gap between national climate priorities and capital allocation — and send the policy signals needed to unlock broader market participation and catalyse private and blended capital at scale.

For GCF, applying a gender lens is not only consistent with global best practice, it is a strategic opportunity. Many of the world's leading GLI investors, those that have adopted the 2X Criteria, are GCF Accredited Entities. By aligning with GLI standards and embedding gender as a value-creation strategy, GCF can unlock greater volumes of co-financing from these investors, strengthen adaptation, mitigation and resilience outcomes, and reinforce its position as the world's leading climate fund. The question is no longer whether gender and climate finance are connected; the evidence confirms they are. The question is how boldly GCF chooses to act on that connection.

²⁸ 2X Global. [History](#).

²⁹ Convergence. (2026). Blended Finance for Gender-Responsive Climate Adaptation



Annex B: List of documents reviewed

- Green Climate Fund. 2011. *Governing Instrument for the Green Climate Fund*.
- Green Climate Fund. 2019. *Gender Policy*.
- Green Climate Fund. 2019. *Gender Action Plan of the GCF 2020-2023*.
- Green Climate Fund. 2022. *Private Sector Strategy*.
- Green Climate Fund. 2021. *Policy on the Prevention of and Response to Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEAH)*.
- Independent Evaluation Unit, Green Climate Fund. 2025. *IEU Gender Synthesis*.
- Green Climate Fund. 2025. *Locally Led Climate Action Framework and Guidance*.
- UNFCCC. 2025. *Belém Gender Action Plan*.
- COP30 Presidency. 2025. *COP30 Action Agenda: Final Report*. Belém, Brazil.
- UNFCCC Standing Committee on Finance. 2025. *Report of the Standing Committee on Finance 2025*.
- UNFCCC Standing Committee on Finance. 2024. *Report of the Standing Committee on Finance 2024*.
- UNFCCC, Standing Committee on Finance, 2025. *Report of the Standing Committee on Finance, Addendum, Draft guidance to the Green Climate Fund*.
- Green Climate Fund. 2023. *Strategic Plan 2024–2027*.
- Green Climate Fund. 2024. *Enhancing Coherence and Complementarity*.
- Green Climate Fund. 2022. *Action Plan for Addressing Sexual Exploitation, Sexual Abuse, and Sexual Harassment, “SEAH Action Plan”*
- Green Climate Fund. 2020. *Advisory report of the Independent Redress Mechanism*
- Green Climate Fund, Independent Redress Mechanism. 2020. *Advisory Report: Prevention of Sexual Exploitation, Abuse and Harassment in GCF projects or programmes (P&PrSEAH): Learning from the World Bank’s Inspection Panel cases*.
- Green Climate Fund. 2021. *Integrated results management framework*
- Green Climate Fund. 2024. *Work programme of the Secretariat for 2025-2027 and administrative budget*.
- Green Climate Fund. 2022. *Accreditation strategy of the GCF*.