

## 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 certification<sup>1</sup> 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 recommendations, and how managers promote inclusive team environments and gender-balanced recruitment. These efforts would be delivered through structured corporate

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<sup>1</sup> 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.

mechanisms that address: (i) representation; (ii) pay equity;<sup>2</sup> (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);<sup>3</sup> and (iv) inclusiveness of organizational culture as reflected in employee perceptions.<sup>4</sup>

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.<sup>5</sup> 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 experts<sup>6</sup> 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.

9. At the portfolio level, the Secretariat will conduct learning needs assessments and develop and deliver a tailored, systematic programme of outreach<sup>7</sup> and capacity development

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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.

<sup>7</sup> 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,

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, 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-

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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.

<sup>8</sup> 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.

<sup>9</sup> 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.

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.<sup>10</sup>

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 implementation at funding proposal level to ensure accountability for results<sup>11</sup>. 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

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<sup>10</sup> 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.

inform related intra-Secretariat deliberations on the GCF future programming approach under USP-3, without pre-empting such decisions.

19. In addition, dedicated efforts will be made throughout the duration of the GAP to appreciate the nexus between gender and climate action, enabling the conceptually robust and structured financing of gender-responsive climate finance, focusing on women from vulnerable communities.

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,<sup>11</sup> 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.<sup>12</sup> 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 intersections such as

<sup>11</sup> 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.

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

Indigenous Peoples and persons with disabilities. 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.

## Appendix I: Gender Action Plan 2026–2031

| Priority areas              | Action                                                                                                                                                                           | Indicators                                                                                                                                                                                                                                                                  | Responsibility                                                                                                                                                              | Timeline                                        |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Priority Area 1: Governance | <b>Institutional</b>                                                                                                                                                             |                                                                                                                                                                                                                                                                             |                                                                                                                                                                             |                                                 |
|                             | 1. Set up an Intra-Secretariat Steering Committee to lead the implementation of the Gender Policy and this Action Plan<br>2. Develop a centrally guided accountability framework | <ul style="list-style-type: none"> <li>• Terms of reference for Intra-Secretariat Steering Committee established and operationalized</li> <li>• Meeting minutes (4/annually)</li> <li>• Accountability framework endorsed by the Executive Leadership Team (ELT)</li> </ul> | <p>Lead: Executive Leadership Team</p> <p>Support: Sustainability and Inclusion Unit, Office of the Chief Strategy &amp; Impact Officer-Front Office (S&amp;IU/OCSIOFO)</p> | <p>Q4 2026</p> <p>As of Q4 2026<br/>Q1 2027</p> |
|                             | 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"> <li>• 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</li> </ul>                                                     | <p>Lead: OCSIO</p> <p>Support: Secretariat-wide</p>                                                                                                                         | 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                                                                                                                                                            | <ul style="list-style-type: none"> <li>○ Percentage of women and men staff overall</li> </ul>                                                                                                                                                                               |                                                                                                                                                                             |                                                 |
|                             | Leadership distribution                                                                                                                                                          | <ul style="list-style-type: none"> <li>○ Percentage of women and men at Director and Executive Leadership Team and Management</li> </ul>                                                                                                                                    |                                                                                                                                                                             |                                                 |
|                             | Hiring ratio                                                                                                                                                                     |                                                                                                                                                                                                                                                                             |                                                                                                                                                                             |                                                 |

| Priority areas                 | Action                                                                                                                                                                                          | Indicators                                                                                                                                                                                                                                                                        | Responsibility | Timeline                                   |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------|
|                                | Access to development and advancement opportunities<br><br>Pay equity                                                                                                                           | <ul style="list-style-type: none"> <li>Percentage of new hires (women and men)</li> <li>Percentage of women and men identified in talent pools, or leadership development programmes in GCF</li> </ul> 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)         |
|                                |                                                                                                                                                                                                 | Progress report submitted tracking milestones against certification requirements                                                                                                                                                                                                  |                | On an annual basis following certification |
|                                | Recertification                                                                                                                                                                                 | Certification renewed for a further 2 years                                                                                                                                                                                                                                       |                | Q1 2030                                    |
| <b>Programming / Portfolio</b> |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                   |                |                                            |

| Priority areas | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Responsibility                                                                                                                                                                             | Timeline                                                                                 |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|                | 7. Establish a gender advisory group of experts to provide technical guidance on the implementation of the GAP to the Secretariat                                                                                                                                                                                                                                                                                                                                                                                                  | Gender advisory group established with agreed terms of reference<br><br>Annual Advisory Report provided to the Intra-Secretariat Steering Committee                                                                                                                                                                                                                                                                                                                                  | Lead:<br>OCSIO-FO/SI&U                                                                                                                                                                     | Q1 2027<br><br>Q4 2027 and annually                                                      |
|                | 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<br><br>○ Track and report on support provided to AEs through PPF to AEs to address gender related issues<br><br>○ Track and report on the support for gender to NDAs and focal points | Biannual report produced to this end, capturing:<br>• Volumes of readiness and PPF support dedicated to boosting gender capabilities of AEs and NDAs and production of gender studies;<br>• Percentage of AEs with policies/procedures/competencies and track record on gender equality at accreditation<br><br>• Number of PPF applications approved for gender assessments and action plans<br><br>• Percentage of direct access AEs requesting and receiving RPSP support for the | Lead: Office of the Chief Investment Officer, Department of Investment Services (OCIO/DINVS)<br><br>Support: OCSIO Department of Monitoring, Evaluation and Learning (DMEL); OCSIO-FO/S&IU | For Readiness:<br>2028 and biannually<br><br>For PPF:<br>Q3 2027 and annually thereafter |

| Priority areas | Action                                                                                                                                                                                      | Indicators                                                                                                                                                                                                                                                                                               | Responsibility                             | Timeline                                        |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------------|
|                | from the Readiness and Preparatory Support Programme (RPSP)                                                                                                                                 | development of gender assessment and gender action plan equality policies and procedures                                                                                                                                                                                                                 |                                            |                                                 |
|                | <b>Programming / Portfolio</b>                                                                                                                                                              |                                                                                                                                                                                                                                                                                                          |                                            |                                                 |
|                | 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<br>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<br><br>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<br><br>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.                       | Lead: OCSIO-FO/SI&U<br>Support: OCIO/DINVS | Q4 2027-Q4 2030                                 |

| Priority areas | Action                                                                           | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Responsibility | Timeline                       |
|----------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------|
|                |                                                                                  | <p>Delivery of engagement to (a) serve awareness and basic engagement; (b) enhance access to information on accreditation, 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<br/>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 ;<br/>target 1/yearly)</p> |                |                                |
|                | 12. Document gender-related learning results from capacity development programme | Report on gender-related learning results produced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                | 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.:<br>- Guidance on Nexus between Gender and Climate | 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;<br>all NDAs and AEs have access. | Lead: OCSIO-FO/S&IU<br><br>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              |
|                | <b>Institutional</b>                                                                                                                                                                                 |                                                                                                                                                                                                                                                        |                                                |                      |
|                | 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<br><br>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 lens investing; industry standards                  | All OCIO investment teams and select OCSIO teams trained                                                                                                         | Lead: OCSIO-FO/S&IU<br>Support: OCIO                | As of Q3 2027 and on an ongoing basis, as needed          |
| Priority Area 3:<br>Resource allocation, accessibility and budgeting | <b>Institutional</b>                                                                                                                                                  |                                                                                                                                                                  |                                                     |                                                           |
|                                                                      | 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<br>Support: Secretariat | Annually as of 2026                                       |
|                                                                      | <b>Programming / Portfolio</b>                                                                                                                                        |                                                                                                                                                                  |                                                     |                                                           |
|                                                                      | 20. Track and report on share and use of project-level GAP budgets for funding proposals approved as of B.47 and for the remaining duration of the GAP 2026–2031      | Capital expenditure volumes allocated to the implementation of the project-level GAPs and absorption levels upon project completion (baseline to be established) | Lead: OCIO and OCSIO/DMEL                           | Annually as of 2027                                       |

| Priority areas                          | Action                                                                                                                                                   | Indicators                                                                                                                                                                               | Responsibility                       | Timeline                                                   |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------|
| Priority Area 4: Operational procedures | <b>Programming / Portfolio</b>                                                                                                                           |                                                                                                                                                                                          |                                      |                                                            |
|                                         | 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<br>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 mainstreaming actions and/or co-benefits | 100% of funding proposals' midterm and end-of-project/programme evaluations address                                                                                                      | Lead: OCSIO/DMEL                     | Annually                                                   |

| Priority areas | Action                                                                                                                                                              | Indicators                                                                                                                                                                                                                                            | Responsibility                             | Timeline                                                                                                                                 |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
|                |                                                                                                                                                                     | quality of implementation of GAPs at funding proposal level and other gender 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<br>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                 | Number of projects demonstrating meaningful engagement of Indigenous women and delivering gender-responsive, climate-resilient outcomes<br><br>Number of projects carrying co-benefits at the intersection between gender equality and climate action | Leads: OCSIO /DMEL, OCSIO-FO/S&IU, OCIO-FO | As of the B.48 cohort of approved funding proposals and ongoing<br><br>As of B.48 cohort of approved funding proposals<br><br>By Q3 2027 |
|                | 29. Institutional gender markers are adopted, tasked to track depth of integration and advancement of gender                                                        | A gender marker system fit for GCF is designed, piloted and operationalized in internal procedures. Funding proposal's depth                                                                                                                          |                                            |                                                                                                                                          |

| Priority areas | Action                                                                                                                                                                                                                                                                                                                                | Indicators                                                                                                      | Responsibility                                              | Timeline                           |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------|
|                | equality objectives in GCF investment portfolio and in Readiness                                                                                                                                                                                                                                                                      | of gender responsiveness is captured (baseline=0)                                                               |                                                             |                                    |
|                | 30. Conduct periodic project assessments to gauge performance of project-level GAPs<br>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 | Summary report of project-level GAP assessment findings and lessons learned submitted to the Board (baseline=0) | Lead: OCIO-FO/ OS<br>Support: OCSIO-FO-S&IU                 | Annually as of Q1 2028 and ongoing |
|                | 31. Commission the interim and final assessment of the implementation of the GAP                                                                                                                                                                                                                                                      | Mid-term and 1 final assessment reports on GAP implementation produced (baseline=0)                             | Lead: Inter-Secretariat Committee<br>Support: OCSIO-FO/S&IU | Mid-term (2028/29)/final (2031)    |
|                | <b>Project / Portfolio</b>                                                                                                                                                                                                                                                                                                            |                                                                                                                 |                                                             |                                    |
|                | 32. Communicate information on the implementation of the Gender Policy                                                                                                                                                                                                                                                                | Dedicated intranet page for GCF staff on gender-responsive climate finance launched                             | Leads: OCSIO/DCOM and OCSIO-FO/S&IU                         | Q2 2027                            |

| Priority areas | Action                                                                                                                                           | Indicators                                                                                                                                                                                                                                                                                                                                                                                                              | Responsibility                                                                     | Timeline                                                   |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------|
|                | and GAP; develop a GCF knowledge portal on gender-responsive climate finance                                                                     | At least one gender-responsive climate finance communication material developed and disseminated annually                                                                                                                                                                                                                                                                                                               |                                                                                    | 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)<br>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<br><br>Mapping of aligned indicators under the UNFCCC GAP and following priority areas of alignment:<br>Priority area A/Capacity-building, knowledge management and communication; Priority Area C/Coherence; Priority Area D/ Gender-responsive implementation and means of implementation; Priority Area E/ Monitoring and reporting | Lead: OCSIO-FO/SI&U<br><br>Support: OCIO, OCSIO/DMEL, Office of Governance Affairs | 2026 and ongoing                                           |

| Priority areas | Action | Indicators                                                        | Responsibility | Timeline |
|----------------|--------|-------------------------------------------------------------------|----------------|----------|
|                |        | Summary report on joint knowledge-sharing initiatives with UNFCCC |                |          |