GREEN CLIMATE FUND

Meeting of the Board
26 – 29 October 2026
Songdo, Incheon, Republic of Korea
Agenda item 25

GCF/B.46/22
20 November 2026

Decisions of the Board – forty-sixth meeting of the Board, 26– 29 October 2026

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Agenda item 1: Opening of the meeting

1. The Co-Chairs opened the meeting on Monday, 26 October 2026 at 9:55 a.m. Korea Standard Time (KST).

Agenda item 2: Adoption of the agenda and organization of work

2. The Board adopted the agenda as set forth below:

1. Opening of the meeting
2. Adoption of the agenda and organization of work
3. Report of the forty-fifth meeting of the Board
4. Decisions proposed between the forty-fifth and forty-sixth meetings of the Board
5. Report on the activities of the Secretariat
   (a) Report on the execution of the administrative budget
6. Report on the activities of the Co-Chairs
   (a) Board effectiveness
7. Reports from Board committees, panels and groups
   (a) Salary scale for Board-appointed officials
8. Reports on the activities of the independent units
9. Status of GCF resources, pipeline, and portfolio performance
10. Consideration of funding proposals
11. Consideration of accreditation proposals
12. Matters related to the selection of Board-appointed officials
    (a) Reappointment of the Executive Director
    (b) Selection of the Head of the Independent Redress Mechanism
13. Secretariat work programme and administrative budget for 2027–2029
14. Work programmes and budgets of the independent units for 2027–2029
15. Updated policy for contributions for the third replenishment period of GCF
16. Policy for contributions from other sources
17. Non-receipt of contributions under signed arrangements
18. Harmonized results management framework
19. Consideration of the Independent Redress Mechanism compliance report C-0015
20. Third Performance Review: summary report
21. Dates and venues of upcoming meetings of the Board
22. Election of Co-Chairs
23. Other matters
24. Report of the meeting

25. Close of the meeting

Agenda item 3: Report of the forty-fifth meeting of the Board

3. The Co-Chairs drew the attention of the Board to the report of the forty-fifth meeting of the Board as circulated to the Board in document GCF/B.45/23 and its limited distribution addendum Add.01 titled "Report of the forty-fifth meeting of the Board, 29 June - 2 July 2026".

4. The Board adopted the report of the forty-fifth meeting of the Board.

Agenda item 4: Decisions proposed between the forty-fifth and forty-sixth meetings of the Board

5. The Board took note of document GCF/B.46/Inf.11/Rev.01 titled "Board decisions proposed between the forty-fifth and forty-sixth meetings of the Board".

6. No decision was taken under this agenda item.

Agenda item 5: Report on the activities of the Secretariat

7. Document GCF/B.46/Inf.09 titled "Report on the activities of the Secretariat" and its addendum Add.01 titled "Annual update on complementarity and coherence" were issued to the Board under this agenda item.

8. This agenda item was not opened.

(a) Report on the execution of the administrative budget

9. Document GCF/B.46/Inf.08 titled "Report on the execution of the 2026 administrative budget of GCF" was issued to the Board under this agenda item.

10. This agenda item was not opened.

Agenda item 6: Report on the activities of the Co-Chairs

11. The Board took note of document GCF/B.46/Inf.06 titled "Report on the activities of the Co-Chairs".

12. The Board adopted the following decision:

DECISION B.46/01

The Board:

(a) *Takes note of the Interim Travel Policy, adopted through decision B.01-13/02; and*

(b) *Decides that for the annual meeting referred to in decision B.13/11, paragraphs (a) and (b), to be held in conjunction with the thirty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the costs of travel and daily subsistence allowance for the Co-Chairs' attendance will be covered by the Board budget, subject to budget availability.*

(a) Board effectiveness

13. The Board took note of document GCF/B.46/18 titled "Board effectiveness: Co-Chairs' report on key takeaways from the retreat and proposal for follow-up actions" and its addendum Add.01 titled "Response matrix".

14. The Board adopted the following decision:

DECISION B.46/02

The Board, having considered document GCF/B.46/18 titled "Board effectiveness: Co-Chairs' report on key takeaways from the retreat and proposal for follow-up actions" and its addendum Add.01:

(a) *Takes note of the outcomes of the Board retreat on Board effectiveness held on 26 June 2026 in Dushanbe, Tajikistan, as synthesized in the document;*

(b) *Welcomes the Co-Chairs' proposal on the follow-up actions to strengthen Board effectiveness;*

(c) *Requests the Secretariat, in consultation with the Co-Chairs, to undertake a review of recurrent reporting requirements, with a view to identifying opportunities to streamline and consolidate existing reporting obligations, and to propose for the Board's consideration any amendments to existing reporting requirements by its forty-seventh meeting;*

(d) *Takes note of the views expressed by Board and alternate members regarding options to expand decision-making utilizing the modality for decision-making without a Board meeting;*

(e) *Requests the Co-Chairs, with the support of the Secretariat, to present an updated proposal to address the Board's and Secretariat's capacity to meet GCF's strategic and operational priorities to be defined in the updated Strategic Plan for the GCF 2028–2031, programme additional resources, and accredit entities, including a comprehensive range of decision-making options, in line with the Rules of Procedure of the Board and the Governing Instrument for the GCF, taking into account the discussion at its forty-sixth meeting, for consideration at its forty-seventh meeting;*

(f) *Decides to undertake regular reviews of Board effectiveness and organize periodic Board retreats;*

(g) *Requests the Co-Chairs, with the support of the Secretariat, to continue working on the areas identified for future work relating to the effectiveness of the Board and committees, with a view to presenting a proposal for the Board's consideration by its forty-ninth meeting; and*

(h) *Takes note that the implementation of this decision will be made within resources allocated by the Board through the multiannual budgeting process.*

Agenda item 7: Reports from Board committees, panels and groups

15. The Board took note of document GCF/B.46/Inf.13/Rev.01 titled "Reports from committees, panels, and groups of the Board of the Green Climate Fund".

16. No decision was taken under this agenda item.

(a) Salary scale for Board-appointed officials

17. The Board took note of limited distribution document GCF/B.46/20 titled "Salary structure for Board-appointed officials" and its limited distribution addendum Add.01 titled "Response matrix for comments received on the draft document".

18. The Board adopted the following decision:

DECISION B.46/03

The Board, having considered limited distribution document GCF/B.46/20 titled "Salary structure for Board-appointed officials" and its limited distribution addendum Add.01:

(a) *Affirms that the salary structure for Board-appointed officials is grounded in the principles of the GCF Compensation Philosophy as adopted by the Board through decision B.38/06 and is designed to ensure competitive, equitable and transparent compensation for the Executive Director and the Heads of Independent Units;*

(b) *Adopts the salary structure for Board-appointed officials, as contained in annex II, which comprises a dedicated Executive Director grade and Independent Unit Head grade;*

(c) *Decides that, with effect from the adoption of this decision, the new salary structure for the Board-appointed officials shall replace the previous appointment levels approved by the Board for these officials, and that any subsequent adjustments to their grades or salary scales shall be subject to Board approval;*

(d) *Requests the Performance Oversight Committee, with support from the Secretariat, to conduct regular reviews of the salary scales for the Board-appointed officials in accordance with Part IV, section 4.4, of document GCF/B.46/20 and to report the outcomes of those reviews, including any proposed adjustments, to the Board in accordance with the approved framework; and*

(e) *Also requests the Performance Oversight Committee, with support from the Secretariat, to review, in light of the adoption of the new salary scales for Board-appointed officials, the performance evaluation and performance-related pay systems adopted by the Board through decision B.BM-2020/04, and to report to the Board on the outcome of the review and any proposed adjustments.*

Agenda item 8: Reports on the activities of the independent units

19. The Board took note of documents GCF/B.46/Inf.01 titled "Report on the activities of the Information Appeals Panel", GCF/B.46/Inf.02 titled "Report on the activities of the Independent Integrity Unit", GCF/B.46/Inf.03 titled "Report on the activities of the Independent Redress Mechanism", GCF/B.46/Inf.04 titled "Report on the activities of the Independent Evaluation Unit" and GCF/B.46/Inf.05 titled "2025 Annual Implementation Report on the Policy on the Protection of Whistleblowers and Witnesses and the Policy on Prohibited Practices".

20. No decision was taken under this agenda item.

Agenda item 9: Status of GCF resources, pipeline, and portfolio performance

21. The Board took note of document GCF/B.46/Inf.10 titled "Status of the GCF resources, pipeline and portfolio performance", its limited distribution addendum Add.01 titled "List of

funding proposals", document GCF/B.46/Inf.12 titled "Annual portfolio performance report (2025)" and document GCF/B.46/Inf.14 titled "Readiness and Preparatory Support Programme and Project Preparation Facility – Annual report on implementation 2025".

22. No decision was taken under this agenda item.

Agenda item 10: Consideration of funding proposals

23. The Board took note of document GCF/B.46/02/Rev.01 titled "Consideration of funding proposals", its addenda Add.01–12, Add.13/Rev.01, Add.14–15, Add.16/Rev.01, Add.17–21 (general distribution), and Add.22–27 and Add.28/Rev.01 (limited distribution).

24. The Board adopted the following decision:

DECISION B.46/04

The Board, having considered document GCF/B.46/02 titled "Consideration of funding proposals":

(a) *Takes note of the following funding proposals:*

(i) *Simplified approval process funding proposal 073, titled "Building Climate Change Resilience of Vulnerable Households in Selected Localities of Ethiopia" by the Federal Democratic Republic of Ethiopia, acting through the Ministry of Finance (MOF Ethiopia), as contained in document GCF/B.46/02/Add.01;*

(ii) *Simplified approval process funding proposal 074, titled "Yemen Climate Water Information Management & Early Warning Systems (CWIMEWS)" by the International Bank for Reconstruction and Development and International Development Association, as contained in document GCF/B.46/02/Add.02;*

(iii) *Funding proposal 310, titled "Improving Climate Resilience in the Steppe and Dry Forest Areas of the Algerian Green Dam (ICR-AGD)" by the Food and Agriculture Organization of the United Nations, as contained in document GCF/B.46/02/Add.03;*

(iv) *Funding proposal 311, titled "RACINE: Resilient Agriculture for Climate, Investment, Nature and Equity" by the Republic of Cameroon, acting through the Ministry of Economy, Planning and Regional Development, as contained in document GCF/B.46/02/Add.04, including the assessment conducted by the Secretariat of the Republic of Cameroon, acting through the Ministry of Economy, Planning and Regional Development, as contained in the Secretariat's assessment within document GCF/B.46/02/Add.04;*

(v) *Funding proposal 312, titled "Securing Permanent Forests to Combat Climate Change and Enhance Sustainable National and Local Economies in Cameroon (SPEFOCE)" by the International Union for Conservation of Nature and Natural Resources, as contained in document GCF/B.46/02/Add.05;*

(vi) *Funding proposal 313, titled "The Africa Sovereign Climate Facility ("ASCF")" by the Africa Finance Corporation, as contained in document GCF/B.46/02/Add.06;*

(vii) *Funding proposal 314, titled "Southern African Industrial Decarbonization Facility (SIDF)" by the Development Bank of Southern Africa Limited, as contained in document GCF/B.46/02/Add.07 and Add.22;*

(viii) *Funding proposal 315, titled "Bhutan Livable and Resilient Cities Project (LRCP)" by the International Bank for Reconstruction and Development and International Development Association, as contained in document GCF/B.46/02/Add.08;*

(ix) *Funding proposal 316, titled "Fiji Coral Reef Resilience Project" by the World Wildlife Fund, Inc., as contained in document GCF/B.46/02/Add.09;*

(x) *Funding proposal 317, titled "Blue Halo S – Blue Ecosystem Adaptation Mechanism (BEAM)" by the Conservation International Foundation, as contained in document GCF/B.46/02/Add.10;*

(xi) *Funding proposal 318, titled "Regional Programmatic Approach on Climate Action (RPACA)" by the Asian Development Bank, as contained in document GCF/B.46/02/Add.11;*

(xii) *Funding proposal 319, titled "Matanataki Pacific Fund 1" by Enyorra Private Equity Pte. Ltd. (Enyorra), as contained in document GCF/B.46/02/Add.12 and Add.23, including the assessment conducted by the Secretariat of Enyorra Private Equity Pte. Ltd. (Enyorra), as contained in the Secretariat's assessment within document GCF/B.46/02/Add.12;*

(xiii) *Funding proposal 320, titled "Prosperete Growth Fund" by the International Finance Corporation, as contained in document GCF/B.46/02/Add.13/Rev.01 and Add.24;*

(xiv) *Funding proposal 321, titled "Moldova Green Shield: Enhancing Resilience through Ecosystem-based Adaptation" by the International Bank for Reconstruction and Development and International Development Association, as contained in document GCF/B.46/02/Add.14;*

(xv) *Funding proposal 322, titled "Climate-resilient Landscapes in Central Asia" by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, as contained in document GCF/B.46/02/Add.15;*

(xvi) *Funding proposal 323, titled "Building Water Resilience in Bogotá and the Region" by the Conservation International Foundation, as contained in document GCF/B.46/02/Add.16/Rev.01;*

(xvii) *Funding proposal 324, titled "GCF Results-Based Payments Mexico 2018-2019 aimed at Forest Conservation and Sustainable Livestock" by the Food and Agriculture Organization of the United Nations, as contained in document GCF/B.46/02/Add.17;*

(xviii) *Funding proposal 325, titled "Climate Actions for Building Resilience in Coastal Communities (CABRIC) in the Caribbean" by the Caribbean Community Climate Change Centre, as contained in document GCF/B.46/02/Add.18;*

(xix) *Funding proposal 326, titled "Catalytic SMA (G) ("CSG")" by Banco Nacional de Desenvolvimento Econômico e Social, as contained in document GCF/B.46/02/Add.19 and Add.25;*

(xx) *Funding proposal 327, titled "eB Capital Energy Transition and Climate Solutions Fund II" by eB Capital Gestão de Recursos Ltda., as contained in document GCF/B.46/02/Add.20 and Add.26, including the assessment conducted by the Secretariat of eB Capital Gestão de Recursos Ltda, as contained in the Secretariat's assessment within document GCF/B.46/02/Add.20; and*

(xxi) *Funding proposal 328, titled "Transformation Pathways Initiative (TPI)" by Finance in Motion Asset Management S. à r. l., as contained in document*

GCF/B.46/02/Add.21 and Add.27, including the assessment conducted by the Secretariat of Finance in Motion Asset Management S. à r. l., as contained in the Secretariat's assessment within document GCF/B.46/02/Add.21;

(b) *Approves simplified approval process funding proposal 073, submitted by the Federal Democratic Republic of Ethiopia acting through the Ministry of Finance (MOF Ethiopia), for the amount of USD 24,997,050.01, in accordance with the term sheet agreed between the Secretariat and MOF Ethiopia and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(c) *Also approves simplified approval process funding proposal 074, submitted by the International Bank for Reconstruction and Development and International Development Association (World Bank), for the amount of USD 24,730,000, in accordance with the term sheet agreed between the Secretariat and World Bank and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(d) *Further approves funding proposal 310, submitted by the Food and Agriculture Organization of the United Nations (FAO), for the amount of USD 43,000,000, in accordance with the term sheet agreed between the Secretariat and FAO and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(e) *Approves funding proposal 311, submitted by the Republic of Cameroon, acting through the Ministry of Economy, Planning and Regional Development (MINEPAT), for the amount of EUR 87,000,000, in accordance with the term sheet agreed between the Secretariat and MINEPAT and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(f) *Notes that, pursuant to paragraph (j) of decision B.31/06, and paragraph 115 of the updated accreditation framework adopted under decision B.31/06, MINEPAT shall be deemed accredited only for the purposes of funding proposal 311;*

(g) *Approves funding proposal 312, submitted by the International Union for Conservation of Nature and Natural Resources (IUCN), for the amount of USD 29,740,699, in accordance with the term sheet agreed between the Secretariat and IUCN and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(h) *Also approves funding proposal 313, submitted by the Africa Finance Corporation (AFC), for the amount of USD 140,000,000 and EUR 120,523,416, in accordance with the term sheet agreed between the Secretariat and AFC and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(i) *Further approves funding proposal 314, submitted by the Development Bank of Southern Africa Limited (DBSA), for the amount of USD 140,000,000, in accordance with the term sheet agreed between the Secretariat and DBSA and set out in document GCF/B.46/02/Add.22, and subject to the conditions set out in annex I;*

(j) *Approves funding proposal 315 submitted by the International Bank for Reconstruction and Development and International Development Association (World Bank), for the amount of USD 28,000,000, in accordance with the term sheet agreed between the Secretariat and World Bank and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(k) *Also approves funding proposal 316 submitted by the World Wildlife Fund, Inc. (WWF), for the amount of USD 35,216,408, in accordance with the term sheet agreed between the Secretariat and WWF and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(l) *Further approves funding proposal 317, submitted by the Conservation International Foundation (CI), for the amount of USD 25,491,313, in accordance with the term sheet agreed between the Secretariat and CI and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(m) *Approves funding proposal 318 submitted by the Asian Development Bank (ADB), for the amount of USD 250,000,000, in accordance with the term sheet agreed between the Secretariat and ADB and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(n) *Also approves funding proposal 319 submitted by Enyorra Private Equity Pte. Ltd. (Enyorra), for the amount of USD 15,000,000, in accordance with the term sheet agreed between the Secretariat and Enyorra and set out in document GCF/B.46/02/Add.23, and subject to the conditions set out in annex I;*

(o) *Notes that, pursuant to paragraph (j) of decision B.31/06, and paragraph 115 of the updated accreditation framework adopted under decision B.31/06, Enyorra shall be deemed accredited only for the purposes of funding proposal 319;*

(p) *Approves funding proposal 320, submitted by the International Finance Corporation (IFC), for the amount of USD 40,000,000, in accordance with the term sheet agreed between the Secretariat and IFC and set out in document GCF/B.46/02/Add.24, and subject to the conditions set out in annex I;*

(q) *Also approves funding proposal 321 submitted by the International Bank for Reconstruction and Development and International Development Association (World Bank), for the amount of USD 39,280,000, in accordance with the term sheet agreed between the Secretariat and World Bank and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(r) *Further approves funding proposal 322 submitted by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, for the amount of EUR 119,580,500, in accordance with the term sheet agreed between the Secretariat and GIZ and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(s) *Approves funding proposal 323, submitted by the Conservation International Foundation (CI), for the amount of USD 45,717,002, in accordance with the term sheet agreed between the Secretariat and CI and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(t) *Also approves funding proposal 324 submitted by the Food and Agriculture Organization of the United Nations (FAO), for the amount of USD 85,310,356, in accordance with the term sheet agreed between the Secretariat and FAO and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(u) *Further approves funding proposal 325 submitted by the Caribbean Community Climate Change Centre (CCCCC), for the amount of USD 42,037,511, in accordance with the term sheet agreed between the Secretariat and CCCCC and set out in document GCF/B.46/02/Add.28/Rev.01, and subject to the conditions set out in annex I;*

(v) *Approves funding proposal 326, submitted by Banco Nacional de Desenvolvimento Econômico e Social (BNDES), for the amount of USD 250,000,000, in accordance with the term sheet agreed between the Secretariat and BNDES and set out in document GCF/B.46/02/Add.25, and subject to the conditions set out in annex I;*

(w) *Also approves funding proposal 327 submitted by eB Capital Gestão de Recursos Ltda. (eB Capital), for the amount of USD 50,000,000, in accordance with the term sheet agreed*

between the Secretariat and eB Capital and set out in document GCF/B.46/02/Add.26, and subject to the conditions set out in annex I;

(x) *Notes that, pursuant to paragraph (j) of decision B.31/06, and paragraph 115 of the updated accreditation framework adopted under decision B.31/06, eB Capital shall be deemed accredited only for the purposes of funding proposal 327;*

(y) *Approves funding proposal 328, submitted by Finance in Motion Asset Management S. à. r. l. (FiM), for the amount of USD 187,000,000, in accordance with the term sheet agreed between the Secretariat and FiM and set out in document GCF/B.46/02/Add.27, and subject to the conditions set out in annex I;*

(z) *Notes that, pursuant to paragraph (j) of decision B.31/06, and paragraph 115 of the updated accreditation framework adopted under decision B.31/06, FiM shall be deemed accredited only for the purposes of funding proposal 328;*

(aa) *Reaffirms that pursuant to annex IV to decision B.17/09 the Executive Director or his/her delegate(s) is authorized to negotiate and enter into legal agreements on behalf of GCF in respect of funding proposals approved by the Board, taking into account any condition approved by the Board in this decision and in the decision accrediting the relevant accredited entity; and*

(bb) *Authorizes the Secretariat to disburse fees for each funded project/programme approved by the Board as per the disbursement schedule to be agreed in the funded activity agreement in accordance with the policy on fees and the general principles and indicative list of eligible costs covered under GCF fees and project management costs adopted by the Board pursuant to decision B.19/09.*

25. The Board took note of document GCF/B.46/08 titled "Status of approved funding proposals: Request for tranche 2 for FP086 – Green Cities Facility".

26. The Board adopted the following decision:

DECISION B.46/05

The Board, having considered document GCF/B.46/08 titled "Status of approved funding proposals: Request for tranche 2 for FP086 – Green Cities Facility":

(a) *Recalls decision B.21/15, paragraph (g), pursuant to which the Board decided that the European Bank for Reconstruction and Development may seek further approval of the Board for commitment of further funding subject to the conditions set out in annex XV to that decision on two occasions, provided that such request is: (i) on the first occasion, for an amount no greater than EUR 87,000,000 (paragraph (g)(i)); and (ii) on the second occasion, when aggregated with the amounts previously approved by the Board, in an amount no greater than EUR 228,000,000 (paragraph (g)(ii));*

(b) *Takes note of the request for the first subsequent commitment (tranche 2) in respect of funding proposal 086, titled "Green Cities Facility", submitted by the European Bank for Reconstruction and Development, as contained in annexes II and III to document GCF/B.46/08;*

(c) *Approves the request for the first subsequent commitment (tranche 2) in respect of funding proposal 086 in the amount of EUR 87,000,000, increasing cumulative GCF funding committed to the Green Cities Facility to EUR 174,000,000;*

(d) *Authorizes the Secretariat to negotiate the necessary amendments to the funded activity agreement for funding proposal 086 to give effect to the approval in paragraph (c) above; and*

(e) *Also authorizes the Secretariat to disburse fees in respect of tranche 2 of funding proposal 086 approved by the Board as per the disbursement schedule to be agreed in the amendments to the funded activity agreement in accordance with the policy on fees and the general principles and indicative list of eligible costs covered under GCF fees and project management costs adopted by the Board pursuant to decision B.19/09.*

27. The Board took note of document GCF/B.46/07 titled "Status of approved funding proposals: Revisions of Programme Scope, Financial Terms and Instrument Reallocation in respect of FP177 ("Cooling Facility")".

28. The Board adopted the following decision:

DECISION B.46/06

The Board, having considered document GCF/B.46/07 titled "Status of approved funding proposals: Revisions of Programme Scope, Financial Terms and Instrument Reallocation in respect of FP177 ("Cooling Facility")":

(a) *Approves the Major Changes with respect to funded activity FP177 titled "Cooling Facility", as described in document GCF/B.46/07; and*

(b) *Authorizes the Secretariat to negotiate and execute the relevant amendments to the funded activity agreement for FP177 to reflect the changes hereby approved.*

29. The Board took note of document GCF/B.46/09 titled "Status of approved funding proposals: adding host countries in respect of FP205 ("Infrastructure Climate Resilient Fund")".

30. The Board adopted the following decision:

DECISION B.46/07

The Board, having considered document GCF/B.46/09 titled "Status of approved funding proposals: adding host countries in respect of FP205 ("Infrastructure Climate Resilient Fund")":

(a) *Approves the inclusion of Botswana, Lesotho, Morocco, Mozambique, South Africa and the United Republic of Tanzania as host countries for FP205; and*

(b) *Authorizes the Secretariat to negotiate and execute the relevant legal agreements to reflect the approvals set out in paragraph (a) above.*

31. The Board took note of document GCF/B.46/06 titled "Status of approved funding proposals: adding a host country in respect of FP211 ("Hardest-to-Reach")".

32. The Board adopted the following decision:

DECISION B.46/08

The Board, having considered document GCF/B.46/06 titled "Status of approved funding proposals: adding a host country in respect of FP211 ("Hardest-to-Reach")":

(a) *Approves the inclusion of Madagascar as a host country for FP211; and*

(b) *Authorizes the Secretariat to negotiate and execute the relevant legal agreements to reflect the approval set out in paragraph (a) above.*

33. The Board took note of document GCF/B.46/10 titled "Status of approved funding proposals: adding a host country in respect of FP286 ("Mandala Capital SSEA Food Programme ("MCSSEAFP")")".

34. The Board adopted the following decision:

DECISION B.46/09

The Board, having considered document GCF/B.46/10 titled "Status of approved funding proposals: adding a host country in respect of FP286 ("Mandala Capital SSEA Food Programme ("MCSSEAFP")")":

(a) *Approves the inclusion of Viet Nam as a host country for FP286; and*

(b) *Authorizes the Secretariat to negotiate and execute the relevant legal agreements to reflect the approval set out in paragraph (a) above.*

Agenda item 11: Consideration of accreditation proposals

35. The Board took note of document GCF/B.46/03/Rev.01, its addenda Add.01–16 (general distribution) and Add.17–20 (limited distribution) titled "Consideration of accreditation proposals and activities".

36. The Board adopted the following decision:

DECISION B.46/10

The Board, having considered document GCF/B.46/03/Rev.01 titled "Consideration of accreditation proposals and activities":

(a) *Takes note with appreciation of the assessments conducted by the Secretariat and the Accreditation Panel contained within the relevant documents for the following applicants for accreditation:*

(i) *Applicant 182 (APL182), Jordan River Foundation (JRF), based in Jordan, as contained in document GCF/B.46/03/Add.01;*

(ii) *Applicant 183 (APL183), Banque Centrale Populaire (BCP), based in Morocco, as contained in document GCF/B.46/03/Add.02; and*

(iii) *Applicant 184 (APL184), Organisation of Eastern Caribbean States (OECS), based in Saint Lucia, as contained in document GCF/B.46/03/Add.03;*

(b) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL182, Jordan River Foundation (JRF), based in Jordan, subject to, and in accordance with, the recommendation on accreditation of the Accreditation Panel*

contained in section 4.2 of document GCF/B.46/03/Add.01, and subject to the issuance of a certificate/confirmation evidencing their accreditation in accordance with the transitional arrangements in respect of the revised accreditation framework adopted in decision B.42/13, paragraph (m);

(c) *Also approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL183, Banque Centrale Populaire (BCP), based in Morocco, subject to, and in accordance with, the recommendation on accreditation of the Accreditation Panel contained in section 4.2 of document GCF/B.46/03/Add.02, and subject to the issuance of a certificate/confirmation evidencing their accreditation in accordance with the transitional arrangements in respect of the revised accreditation framework adopted in decision B.42/13, paragraph (m);*

(d) *Further approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL184, Organisation of Eastern Caribbean States (OECS), based in Saint Lucia, subject to, and in accordance with, the recommendation on accreditation of the Accreditation Panel contained in section 4.2 of document GCF/B.46/03/Add.03, and subject to the issuance of a certificate/confirmation evidencing their accreditation in accordance with the transitional arrangements in respect of the revised accreditation framework adopted in decision B.42/13, paragraph (m);*

(e) *Takes note of the Secretariat's and the Accreditation Panel's confirmation that the following applicants meet the screening requirements set out in part 1 of annex II to document GCF/B.42/04/Add.01, and the recommendations on accreditation by the Accreditation Panel contained within the relevant documents for the following applicants for accreditation:*

(i) *Applicant 185 (APL185), Ghana Infrastructure Investment Fund (GIIF), based in Ghana, as contained in document GCF/B.46/03/Add.04;*

(ii) *Applicant 186 (APL186), Infrastructure Credit Guarantee Company PLC (InfraCredit), based in Nigeria, as contained in document GCF/B.46/03/Add.05;*

(iii) *Applicant 187 (APL187), Karandaaz Pakistan (Karandaaz), based in Pakistan, as contained in document GCF/B.46/03/Add.06;*

(iv) *Applicant 188 (APL188), Maldives Finance and Leasing Company Private Limited (MFLC), based in Maldives, as contained in document GCF/B.46/03/Add.07;*

(v) *Applicant 189 (APL189), National Environment Management Council (NEMC), based in the United Republic of Tanzania, as contained in document GCF/B.46/03/Add.08;*

(vi) *Applicant 190 (APL190), XSML Capital Ltd (XSML), based in Mauritius, as contained in document GCF/B.46/03/Add.09.*

(vii) *Applicant 191 (APL191), Cooperative for Assistance and Relief Everywhere, Inc. (CARE USA), based in the United States of America, as contained in document GCF/B.46/03/Add.10;*

(viii) *Applicant 192 (APL192), International Organization for Migration (IOM), based in Switzerland, as contained in document GCF/B.46/03/Add.11;*

(ix) *Applicant 193 (APL193), Plan International Australia (PIA), based in Australia, as contained in document GCF/B.46/03/Add.12;*

(x) *Applicant 194 (APL194), Standard Chartered Bank (SCB), based in the United Kingdom of Great Britain and Northern Ireland, as contained in document GCF/B.46/03/Add.13;*

(xi) *Applicant 195 (APL195), Triple Jump B.V. (Triple Jump), based in the Kingdom of the Netherlands, as contained in document GCF/B.46/03/Add.14;*

(xii) *Applicant 196 (APL196), United Nations Educational, Scientific and Cultural Organization (UNESCO), based in France, as contained in document GCF/B.46/03/Add.15; and*

(xiii) *Applicant 197 (APL197), United Nations Human Settlements Programme (UN-Habitat), based in Kenya, as contained in document GCF/B.46/03/Add.16;*

(f) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL185, Ghana Infrastructure Investment Fund (GIIF), based in Ghana, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.04;*

(g) *Also approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL186, Infrastructure Credit Guarantee Company PLC (InfraCredit), based in Nigeria, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.05;*

(h) *Further approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL187, Karandaaz Pakistan (Karandaaz), based in Pakistan, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.06;*

(i) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL188, Maldives Finance and Leasing Company Private Limited (MFLC), based in Maldives, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.07;*

(j) *Also approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL189, National Environment Management Council (NEMC), based in the United Republic of Tanzania, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.08;*

(k) *Further approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL190, XSML Capital Ltd (XSML), based in Mauritius, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.09;*

(l) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL191, Cooperative for Assistance and Relief Everywhere, Inc. (CARE USA), based in the United States of America, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.10;*

(m) *Also approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL192, International Organization for Migration (IOM), based in Switzerland, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.11;*

(n) *Further approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL193, Plan International Australia (PIA), based in Australia, in*

accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.12;

(o) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL194, Standard Chartered Bank (SCB), based in the United Kingdom of Great Britain and Northern Ireland, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.13;*

(p) *Also approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL195, Triple Jump B.V. (Triple Jump), based in the Kingdom of the Netherlands, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.14;*

(q) *Further approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL196, United Nations Educational, Scientific and Cultural Organization (UNESCO), based in France, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.15;*

(r) *Approves, pursuant to paragraph 45 of the Governing Instrument for the GCF, the accreditation of APL197, United Nations Human Settlements Programme (UN-Habitat), based in Kenya, in accordance with the recommendation on accreditation of the Accreditation Panel contained in section IV of document GCF/B.46/03/Add.16; and*

(s) *Decides that those entities referred to in annex II to document GCF/B.46/03/Rev.01 are also eligible to apply under the fast-track accreditation process for the standards of GCF in accordance with decision B.08/03, paragraph (f), and decision B.42/13, paragraph (i) for entities under the Adaptation Fund, and decision B.08/03, paragraph (g), and decision B.42/13, paragraph (i) for entities under the Directorate-General for International Partnerships of the European Commission, respectively.*

Agenda item 12: Matters related to the selection of Board-appointed officials

(a) Reappointment of the Executive Director

37. The Board took note of confidential document GCF/B.46/17 titled "Matters related to the reappointment of the Executive Director".

38. The Board adopted the following decision:

DECISION B.46/11

The Board, having considered confidential document GCF/B.46/17 titled "Matters related to the reappointment of the Executive Director":

(a) *Decides to reappoint Mafalda Madeira Nunes Duarte for a second four-year term as Executive Director of the Green Climate Fund Secretariat, effective from 1 August 2027; and*

(b) *Authorizes the Co-Chairs to negotiate and sign, on behalf of the Board, the contract between the Executive Director and the Green Climate Fund.*

(b) Selection of the Head of the Independent Redress Mechanism

39. The Board took note of limited distribution document GCF/B.46/19 titled "Selection of the Head of the Independent Redress Mechanism".

40. The Board adopted the following decision:

DECISION B.46/12

The Board, having considered limited distribution document GCF/B.46/19 titled "Selection of the Head of the Independent Redress Mechanism":

(a) *Adopts the terms of reference for the selection process for the Head of the Independent Redress Mechanism, as set out in annex III;*

(b) *Also adopts the updated terms of reference for the Head of the Independent Redress Mechanism, as set out in annex V;*

(c) *Requests the Ethics and Audit Committee to make a recommendation to the Board on no more than two candidates for the Head of the Independent Redress Mechanism for consideration by the Board at its forty-seventh meeting, in accordance with the selection process and related terms of reference as set out in paragraphs (a) and (b) above;*

(d) *Authorizes the Secretariat to procure and contract an independent executive search firm to assist the Ethics and Audit Committee, with due observance of applicable rules, and in accordance with the terms of reference set out in annex IV;*

(e) *Appoints Mr. David Simpson as Head of the Independent Redress Mechanism ad interim, effective from 1 December 2026 or the date on which the relevant contractual arrangements have been concluded, whichever occurs first;*

(f) *Authorizes the Co-Chairs to agree and sign, on behalf of the Board, on contractual arrangements, as appropriate, with the Head of the Independent Redress Mechanism ad interim, including, but not limited to:*

  (i) *A performance agreement that will specify the outcome and performance expected for the duration of the role;*

(g) *Decides that the Head of the Independent Redress Mechanism ad interim shall assume the functions, and have the mandate, of the Head of the Independent Redress Mechanism as provided for in relevant Board decisions; and*

(h) *Further decides that the Head of the Independent Redress Mechanism ad interim will not be precluded from applying for the position of Head of the Independent Redress Mechanism under selection.*

Agenda item 13: Secretariat work programme and administrative budget for 2027–2029

41. The Board took note of document GCF/B.46/21/Rev.01 titled "2027-2029 work programme of the Secretariat and administrative budget of the GCF Secretariat, Board and Trustee" and its addendum Add.01 titled "Response matrix for Board comments received on the draft document '2027–2029 Work Programme of the Secretariat'".

42. The Board adopted the following decision:

DECISION B.46/13

The Board, having considered document GCF/B.46/21/Rev.01 titled "2027-2029 work programme of the Secretariat and administrative budget of the GCF Secretariat, Board and Trustee" and its addendum Add.01:

(a) *Decides, in accordance with paragraph 20(e)(i) of the Strategic Plan for the GCF 2024–2027, to set the following Fund-level programming and disbursement targets for 2027:*

  (i) *Annual programming target of USD 3.3 to 3.8 billion in funding proposals approved by the Board; and*

  (ii) *Annual disbursement target of USD 1,772 to 2,075 million;*

(b) *Approves the 2027 Secretariat work programme set out in annex VI, in accordance with paragraph 23(e) of the Governing Instrument for the GCF;*

(c) *Acknowledges that the 2028–2029 Secretariat work programme set out in annex VI reflects the management of the day-to-day operations of GCF and its portfolio, to be reviewed following the adoption of the updated Strategic Plan for the GCF 2028–2031;*

(d) *Approves the 2028–2029 Secretariat work programme set out in annex VI, in accordance with paragraph 23(e) of the Governing Instrument for the GCF, acknowledging that future review of work programmes will need to factor in the updated Strategic Plan for the GCF 2028–2031;*

(e) *Also approves the following administrative budgets for 2027:*

  (i) *USD 129,466,185 for the GCF Secretariat as set out in table 5 of annex VI, which was approved by decision B.43/10, paragraphs (d) and (i);*

  (ii) *USD 5,889,103 for the Board, as set out in table 5 of annex VI; and*

  (iii) *USD 7,361,090 for the Trustee, as set out in table 5 of annex VI;*

(f) *Further approves, consistent with the Administrative Budget and Accounting Framework approved by decision B.38/07, the following provisional administrative budgets for 2028, acknowledging that future review of these provisional administrative budgets will need to factor in the updated Strategic Plan for the GCF 2028–2031:*

  (i) *USD 141,243,745 for the GCF Secretariat, as set out in table 5 of annex VI, which was the provisional administrative budget approved by decision B.43/10, paragraphs (e) and (i), respectively;*

  (ii) *USD 5,855,148 for the Board, as set out in table 5 of annex VI; and*

  (iii) *USD 7,433,225 for the Trustee, as set out in table 5 of annex VI;*

(g) *Approves, consistent with the Administrative Budget and Accounting Framework approved by decision B.38/07, the following provisional administrative budgets for 2029, acknowledging that future review of these provisional administrative budgets will need to factor in the updated Strategic Plan for the GCF 2028–2031:*

  (i) *USD 144,090,888 for the GCF Secretariat, as set out in table 5 of annex VI;*

  (ii) *USD 6,025,016 for the Board, as set out in table 5 of annex VI; and*

  (iii) *USD 7,341,325 for the Trustee, as set out in table 5 of annex VI;*

(h) *Acknowledges that the provisional administrative budgets for 2028 and 2029 reflect management of the day-to-day operations of GCF and its portfolio, to be reviewed following the adoption of the updated Strategic Plan for the GCF 2028–2031;*

(i) *Approves an emergency contingency budget pursuant to paragraph 26 of the Administrative Budget and Accounting Framework, approved by decision B.38/07, to support all units of GCF in the amount of USD 2,902,704 for 2027;*

(j) *Also approves provisional emergency contingency budgets pursuant to paragraph 26 of the Administrative Budget and Accounting Framework, approved by decision B.38/07, to support all units of GCF in the amount of USD 3,147,729 for 2028 and USD 3,213,807 for 2029;*

(k) *Further approves a Board contingency budget pursuant to paragraph 26 of the Administrative Budget and Accounting Framework, approved by decision B.38/07, to support all units of GCF in the amount of USD 2,177,028 for 2027;*

(l) *Takes note of the refined Commitment Authority Framework endorsed by decision B.45/01 for the purpose of increasing programming;*

(m) *Approves an exceptional additional operational flexibility budget line for 2027 in the amount of USD 3,883,986, representing 3 per cent of the 2027 Secretariat administrative budget, to support all units of the Secretariat to increase programming, any utilization of which would be subject to oversight by, and guidelines developed with, the Budget Committee;*

(n) *Takes note of the need to put in place additional arrangements to effectively and efficiently manage the anticipated increased volume of funding proposals, including through improvements to Board decision-making processes, in accordance with the Rules of Procedure of the Board and the Governing Instrument for the GCF, and decides to consider such improvements at its forty-seventh meeting;*

(o) *Decides that the guidelines for the utilization of the exceptional additional operational flexibility budget line, developed with the Budget Committee, shall be updated to reflect the outcome of the Board's consideration, at its forty-seventh meeting, of improvements to its decision-making processes;*

(p) *Takes note that, in the event the Secretariat operational needs exceed the total approved 2027 Secretariat administrative budget and the 3 per cent exceptional operational flexibility budget line, the Secretariat will return to the Board at its forty-eighth meeting with a revised budget;*

(q) *Also takes note of the Methodology for Salary Scale Review and Adjustment adopted by the Board through decision B.45/19 and the salary scale review and adjustment for 2027 set out in annex IX;*

(r) *Approves, effective 1 January 2027, an adjustment of 3.5 per cent to the salary structure set out in Appendix II to the Staff Regulations, approved by the Board through decision B.42/15, and requests the Secretariat to update the salary structure reflected in the Staff Regulations accordingly;*

(s) *Tasks the Executive Director with distributing salary adjustments in line with the GCF Compensation Framework adopted by the Board through decision B.38/06; and*

(t) *Requests the Secretariat to present, at the third Board meeting of 2027, a 2028–2031 work programme and budget reflecting the updated Strategic Plan for the GCF 2028–2031 and the GCF's third replenishment.*

Agenda item 14: Work programmes and budgets of the independent Units for 2027–2029

43. The Board took note of document GCF/B.46/15 titled "Independent Redress Mechanism Work Programme and Budget for 2027-2029".

44. The Board adopted the following decision:

DECISION B.46/14

The Board, having considered document GCF/B.46/15 titled "Independent Redress Mechanism Work Programme and Budget for 2027-2029":

(a) *Approves the work programme and the administrative budget of the Independent Redress Mechanism for the year 2027 in the amount of USD 3,362,569 as contained in annexes II and III, respectively, to document GCF/B.46/15;*

(b) *Takes note of the provisional work programme of the Independent Redress Mechanism for 2028 and 2029, as set out in annex II to document GCF/B.46/15;*

(c) *Approves the provisional administrative budgets for the Independent Redress Mechanism, as set out in annex III to document GCF/B.46/15, in the amounts of USD 3,685,907 for 2028 and USD 4,074,195 for 2029;*

(d) *Authorizes the Budget Committee to consider and approve drawing from the Board contingency budget the costs of unanticipated case-related work of the Independent Redress Mechanism in 2027 upon recommendation of the Ethics and Audit Committee; and*

(e) *Tasks the Executive Director with distributing any salary adjustments in line with the GCF Compensation Framework adopted by the Board through decision B.38/06.*

45. The Board also took note of document GCF/B.46/14 titled "Work Programme and Budget of the Independent Integrity Unit for 2027-2029".

46. The Board adopted the following decision:

DECISION B.46/15

The Board, having considered document GCF/B.46/14 titled "Work Programme and Budget of the Independent Integrity Unit for 2027-2029":

(a) *Approves the work programme and administrative budget of the Independent Integrity Unit for 2027 in the amount of USD 4,593,660, as set out in annexes II and III, respectively, to document GCF/B.46/14;*

(b) *Takes note of the provisional work programme of the Independent Integrity Unit for 2028 and 2029, as set out in annex II to document GCF/B.46/14;*

(c) *Approves the provisional administrative budgets for the Independent Integrity Unit, as set out in annex III to document GCF/B.46/14, in the amounts of USD 4,838,622 for 2028 and USD 4,771,278 for 2029;*

(d) *Authorizes the Budget Committee to consider and approve drawing from the Board contingency budget the costs of unanticipated case-related work of the Independent Integrity Unit in 2027, upon recommendation of the Ethics and Audit Committee; and*

(e) *Tasks the Executive Director with distributing any salary adjustments in line with the GCF Compensation Framework adopted by the Board through decision B.38/06.*

47. The Board also took note of document GCF/B.46/16 titled "Independent Evaluation Unit 2027 work plan and budget, 2027 – 2029 work plan and budget, and update of its three-year rolling objectives".

48. The Board adopted the following decision:

DECISION B.46/16

The Board, having considered document GCF/B.46/16 titled "Independent Evaluation Unit 2027 work plan and budget, 2027-2029 work plan and budget, and update of its three-year rolling objectives":

(a) *Approves the workplan and administrative budget for the Independent Evaluation Unit for 2027 in the amount of USD 7,712,803, as set out in table 6 of annex III to document GCF/B.46/16;*

(b) *Approves the provisional administrative budgets for the Independent Evaluation Unit in the amounts of USD 7,618,183 for 2028 and USD 7,753,980 for 2029, as set out in table 3 of annex II to document GCF/B.46/16;*

(c) *Notes the update on the Independent Evaluation Unit's three-year rolling objectives outlined in annex IV to document GCF/B.46/16; and*

(d) *Tasks the Executive Director with distributing any salary adjustments in line with the GCF Compensation Framework adopted by the Board through decision B.38/06.*

Agenda item 15: Updated policy for contributions for the third replenishment period of GCF

49. The Board took note of document GCF/B.46/12 titled "Policy for contributions to the Green Climate Fund for the third replenishment" and its addendum Add.01/Rev.01 titled "Response matrix for comments received on the draft document".

50. The Board adopted the following decision:

DECISION B.46/17

The Board, having considered document GCF/B.46/12 titled "Policy for contributions to the Green Climate Fund for the third replenishment":

(a) *Approves the Policy for contributions to the Green Climate Fund for the third replenishment, as contained in annex X;*

(b) *Requests the Secretariat, in coordination with the Trustee, to take any necessary measures to give effect to and implement the Policy, including by establishing or updating, as necessary, the applicable legal, operational, financial and administrative arrangements for the receipt, management and administration of financial inputs under the Policy; and*

(c) *Also requests the Secretariat, in coordination with the Trustee, to explore arrangements for the receipt, management and administration of sovereign and sub-sovereign guarantees referred to in annex XI, and to present such proposed arrangements to the Board for consideration by no later than its forty-seventh meeting.*

Agenda item 16: Policy for contributions from other sources

51. The Board took note of document GCF/B.46/13 titled "Policy for contributions from other sources not covered in the policy for contributions" and its addendum Add.01 titled "Response matrix for comments received on the draft document".

52. The Board adopted the following decision:

DECISION B.46/18

The Board, having considered document GCF/B.46/13 titled "Policy for contributions from other sources not covered in the policy for contributions":

(a) *Approves the Policy for contributions from other sources not covered in the policy for contributions to the Green Climate Fund, as contained in annex XII;*

(b) *Requests the Secretariat to identify, engage with and develop concrete resource mobilization opportunities in accordance with this Policy;*

(c) *Also requests the Secretariat, by the forty-seventh meeting of the Board, to take the necessary measures to enable the receipt into the Trust Fund of contributions under this Policy, including by engaging with the Trustee to identify and implement any necessary modifications to the Trustee arrangements, subject to any required Board approvals; and*

(d) *Further requests the Secretariat to develop proposals regarding the potential structure and operationalization of the enabling mechanisms referenced in annex XIII, for consideration by the Board.*

Agenda item 17: Non-receipt of contributions under signed arrangements

53. The Board took note of document GCF/B.46/Inf.15 titled "Non-receipt of contributions under signed agreements".

2. No decision was taken under this agenda item.

Agenda item 18: Harmonized results management framework

54. The Board took note of document GCF/B.46/11/Rev.01 titled "Harmonized results management framework", its addendum Add.01 titled "Response matrix for comments received on the draft harmonized results management framework dated 31 August 2026" and its limited distribution addendum Add.02 titled "Standardized indicators of the Harmonized Results Management Framework: methodology overview".

3. No decision was taken under this agenda item.

Agenda item 19: Consideration of the Independent Redress Mechanism compliance report C-0015

55. The Board took note of limited distribution document GCF/B.46/04 titled "Case C-0015-Colombia Compliance Review Report: FP203: Heritage Colombia (HECO): Maximizing the Contributions of Sustainably Managed Landscapes in Colombia for Achievement of Climate Goals".

56. The Board adopted the following decision:

DECISION B.46/19

The Board, having considered limited distribution document GCF/B.46/04 titled "Case C-0015-Colombia Compliance Review Report: FP203: Heritage Colombia (HECO): Maximizing the Contributions of Sustainably Managed Landscapes in Colombia for Achievement of Climate Goals":

(a) *Takes note of the Independent Redress Mechanism Compliance Review Report "C-0015-Colombia: FP203: Heritage Colombia (HECO): Maximizing the Contributions of Sustainably Managed Landscapes in Colombia for Achievement of Climate Goals" and its findings and recommendations (including one suggestion);*

(b) *Endorses the eight recommendations contained in the report, R.1, R.2, R.3, R.4, R.5, R.6, R.7 and R.8;*

(c) *Also endorses the suggestion in the report which indicates action to be taken by the GCF Secretariat: S.1;*

(d) *Requests the Secretariat, in collaboration with the accredited entity and the Independent Redress Mechanism, to develop a draft Remedial Action Plan consistent with paragraphs 66 and 67 of the Independent Redress Mechanism's Procedures and Guidelines within sixty (60) calendar days, to address the recommendations and suggestion endorsed in paragraphs (b) and (c);*

(e) *Also requests the Secretariat to implement the Remedial Action Plan in paragraph (d), once finalized, taking reasonable steps to require the accredited entity to implement relevant remedial actions specified in the Remedial Action Plan, consistent with the Independent Redress Mechanism's Procedures and Guidelines;*

(f) *Further requests that the Independent Redress Mechanism report on and monitor the implementation of this decision, including any final Remedial Action Plan, consistent with the Independent Redress Mechanism's Procedures and Guidelines; and*

(g) *Confirms that this decision is, and should in all circumstances be interpreted to be, without prejudice to any and all rights of GCF under relevant legal agreements, all of which are specifically reserved.*

Agenda item 20: Third Performance Review: summary report

57. The Board took note of document GCF/B.46/Inf.07 titled "Third Performance Review: Summary Report".

58. No decision was taken under this agenda item.

Agenda item 21: Dates and venues of upcoming meetings of the Board

59. The Board took note of document GCF/B.46/05 titled "Dates and venues of upcoming meetings of the Board".

60. The Board adopted the following decision:

DECISION B.46/20

The Board, having considered document GCF/B.46/05 titled "Dates and venues of upcoming meetings of the Board":

(a) *Recalls and confirms that the forty-seventh meeting of the Board will take place from Tuesday, 20 April to Friday, 23 April 2027, in the Republic of Korea; and*

(b) *Decides that the forty-eighth meeting of the Board will take place from Monday, 5 July to Thursday, 8 July 2027 in Amman, Jordan.*

Agenda item 22: Election of Co-Chairs

61. No decision was taken under this agenda item.

Agenda item 23: Other matters

62. No decision was taken under this agenda item.

Agenda item 24: Report of the meeting

63. The decisions as adopted and their corresponding annexes are included in this document.

Agenda item 25: Close of the meeting

64. The meeting was closed on Thursday, 29 October 2026 at 19:55 p.m. KST.

Annex I: List of proposed conditions

1. This annex contains the list of proposed conditions for the funding proposals submitted for the Board's consideration at its forty-sixth meeting. This annex contains the following:

(a) **Table 1**: general conditions applicable to all funding proposals; and

(b) **Table 2**: conditions specific to individual funding proposals that are recommended by the independent Technical Advisory Panel (iTAP) and/or the Secretariat (as applicable), which the Board may choose to adopt in full or in part or not at all as part of the approval of each funding proposal.

2. The approval of the funding proposals approved by the Board pursuant to decision B.46/04 shall be conditional upon the satisfaction of the conditions set out in tables 1 and 2. The Board may choose to adopt the relevant conditions in full or in part or not at all as part of the approval of each funding proposal.

Table 1. General conditions applicable to all funding proposals

FP number	Conditions
All proposals	(a) Signature of the funded activity agreement ("FAA") in a form and substance satisfactory to the GCF Secretariat within 180 days from the date of Board approval, or the date the accredited entity has provided a certificate or legal opinion set out in paragraph (ii) below, or (where applicable) the date of effectiveness of the accreditation master agreement ("AMA") entered into with the relevant accredited entity, whichever is later. Satisfaction of the following conditions prior to the signing of the FAA: (i) Completion of the legal due diligence to the GCF Secretariat's satisfaction; and (ii) Submission of a certificate or a legal opinion in a form and substance that is satisfactory to the GCF Secretariat, within 120 days[1] after Board approval, or (where applicable) the date of effectiveness of the AMA entered into with the relevant accredited entity, whichever is later, confirming that the accredited entity has obtained all final internal approvals needed by it and has the capacity and authority to implement the proposed project/programme.

Table 2. Conditions specific to individual funding proposals

FP number	Conditions
SAP073 (MOF Ethiopia)	*None*
SAP074 (WorldBank Yemen)	*None*
FP310 (FAO Algeria)	*None*

[1] For FP318 (ADB multiple countries), in the case the Board approval is conditional on substantial modification of the Funding Proposal, the period shall be 210 days.

FP number	Conditions
FP311 (MINEPAT Cameroon)[2]	*None*
FP312 (IUCN Cameroon)	*Conditions proposed by iTAP* (a) **Covenants to be included in the FAA:** (i) The AE shall ensure that MINFOF as Executing Entity adapt the Agroforestry Notebook in a manner that effectively documents land and tree use or ownership rights, and use it as a systematic means of verifying improvements in land and tree tenure and use rights throughout the duration of the Funded Activity. (b) **Conditions precedent to first disbursement of GCF Proceeds under the FAA:** (i) Prior to the first disbursement of GCF Proceeds under the FAA, the Accredited Entity shall submit, in form and substance satisfactory to the GCF Secretariat, a methodology for assessing the resilience of the proposed agroforestry systems under relevant future climate scenarios, including the key climate assumptions, assessment criteria, and indicators to be used. (ii) Prior the first disbursement of GCF Proceeds under the FAA, the Accredited Entity shall submit evidence of at least one signed Memorandum of Understanding (MoU) with a partner organization active in Cameroon and with demonstrated technical expertise and operational experience in forest landscape restoration relevant to the ecological conditions of Waza, Dja-Lobéké and Bakossi-Bamboutos. The MoU shall clearly define the scope of collaboration and the technical support to be provided for the implementation of the proposed restoration activities. (c) **Condition precedent to second disbursement of GCF Proceeds under the FAA:** (i) Prior to the second disbursement of GCF Proceeds under the FAA, the Accredited Entity shall prepare, in consultation with relevant stakeholders and financial institutions, at least one business plan for the most promising non-timber forest products (NTFPs) in each targeted agroecological zone (AEZ). The business plans shall include, inter alia: (i) market and demand analysis; (ii) assessment of market requirements and price sensitivity/elasticity; (iii) value-chain and competitor analysis; (iv) processing, transport and commercialization costs; (v) financial viability and risk assessment; (vi) identification of potential buyers and financing mechanisms; and (vii) implementation arrangements for sustainable scaling beyond the implementation period of the Funded Activity.
FP313 (AFC multiple countries)	*Conditions proposed by iTAP* (a) **Covenant to be included in the FAA** (i) Prior to approving a Sub-Project, the Accredited Entity shall submit to GCF, in a form and substance satisfactory to the GCF Secretariat, (i) details on how the Sub-Project complies with the eligibility criteria; and (ii) evidence that the Sub-Project is not commercially viable without concessional support and that alternative commercial or private financing is not reasonably available for the Sub-Project (together, the "Eligibility Analysis"). The Accredited Entity shall submit the Eligibility Analysis together with Sub-Project Disclosure Package[3] for that Sub-Project or if the Sub-Project is not required to be disclosed under the

[2] For the avoidance of doubt, the Secretariat has not recommended any conditions following completion of its assessment of the entity submitting this funding proposal.

[3] "Sub-Project Disclosure Package" has the meaning given to it in the Standard Conditions (Projects) dated 31 January 2026.

FP number	Conditions
	terms of the FAA, no later than 30 calendar days prior to the Accredited Entity's approval of the Sub-Project. (b) **Condition to first disbursement of GCF Reimbursable Funds to the AE for Sub-Projects in Côte d'Ivoire:** (i) Delivery to GCF by the Accredited Entity of a duly authorized and executed copy of the financing agreement between the Government of Côte d'Ivoire and the relevant financier for an amount of not less than EUR 129,000,000 (or its equivalent in US Dollars).
FP314 (DBSA multiple countries)	*Conditions proposed by iTAP* (a) **Covenants to be included in the FAA:** (i) The AE shall contractually require that the CI3 Global Fund and relevant EEs ensure or contractually require (as applicable) that: (1) Sub-Projects with material water demand in Namibia will furnish their water demand from renewable energy-powered desalination plants, wastewater recycling and/or closed-loop circular water-use systems built alongside the production facilities, seawater, or brackish groundwater; (2) Freshwater will not be used and there shall be no abstraction from fossil aquifers; and (3) Compliance of the Sub-Projects and Project Companies with items (1) and (2) above must be confirmed, in relation to each Sub-Project with material water demand in Namibia, by an independent third-party hydrological study approved by the Fund before investment approval for the relevant Sub-Project pursuant to the Key Fund Documents. All independent studies/assessments shall be updated and reissued where abstraction rates, wellfields or aquifer conditions materially change; (ii) The AE will ensure that the impact Measurement, Reporting and Verification (MRV) methodology will establish the minimum requirements for projects with material water demand or groundwater dependency.
FP315 (World Bank Bhutan)	*None*
FP316 (WWF Fiji)	*None*
FP317 (CI Indonesia)	*Conditions proposed by iTAP* (a) **Condition precedent to first disbursement of GCF proceeds under the FAA:** (i) Prior to the first disbursement of GCF proceeds under the FAA, the AE shall submit, in form and substance satisfactory to the GCF Secretariat, (i) a reconciled, high-resolution geographic information system polygon map establishing the precise administrative boundaries of target MPAs; (ii) an updated, annex 25 (Contributions of the BEAM project to GCF's Updated Strategic Plan 2 targets) to the funding proposal; and (iii) a recalibrated annex 22 (Assessment of GHG emission reductions and their monitoring and reporting) to the funding proposal, together with, corresponding updates to annexes 4 (budget), and 3 (economic and/or financial analyses in spreadsheet format) to the funding proposal, ensuring that the headline 1.29 million t CO2 eq mitigation target is mathematically traceable to the committed management footprint. (b) **Condition precedent to second disbursement of GCF proceeds under the FAA:**

FP number	Conditions
	(i) Prior to the second disbursement of GCF proceeds under the FAA, the AE shall submit, in form and substance satisfactory to the GCF Secretariat: an implementation plan developed by the executing entity, in coordination with the Ministry of Marine Affairs and Fisheries and target provincial governments, to institutionalize the Badan Layanan Umum Daerah (Regional Public Service Agency) units for target WPP 572 MPAs as entities empowered to retain and reinvest site-level revenues, securing operational self-sufficiency post-project.
FP318 (ADB multiple countries)	*Conditions proposed by iTAP* (a) **Covenants to be included in the FAA:** (i) The Accredited Entity shall include in the second and each subsequent APR a progress report on capacity-development and staffing for Component 1, including the human resources mobilized, on a country-by-country basis, to bring Component 2 sub-projects to readiness. (ii) The Accredited Entity shall include in each APR submitted to GCF after the first regional or country steering committee meeting has been held, an update on the actual sub-project pipeline against the estimated beneficiaries presented in the funding proposal.
FP319 (Enyorra multiple countries)	*Conditions proposed by the Secretariat arising out of its assessment of the entity submitting this funding proposal* (a) **Conditions precedent to FAA execution:** (i) Delivery to GCF by the applicant of evidence, in a form and substance satisfactory to the Secretariat, that the applicant has established a publicly available reporting channel for applicant-specific grievances and inquiries and that allows for anonymous complaints to be raised and processed; (ii) Delivery to GCF by the applicant of evidence, in a form and substance satisfactory to the Secretariat, demonstrating that the Investment Fund's grievance redress mechanism has been established and is operational; and (iii) Submission to GCF by the applicant of the applicant's updated Outsourcing Policy, in a form and substance acceptable to the Secretariat, which shall include explicit provisions for transparent and fair outsourcing practices.
FP320 (IFC multiple countries)	*None*
FP321 (World Bank Moldova)	*None*
FP322 (GIZ multiple countries)	*Conditions proposed by iTAP* (a) **Condition precedent to the third disbursement of GCF proceeds under the funded activity agreement:** (i) Evidence satisfactory to the GCF Secretariat that the Eligibility Criteria applicable to sub-loans require, as mandatory technical eligibility criteria, compliance, as applicable, with the principles for demonstrating adaptation and/or mitigation impact potential in accordance with GCF decision B.33/12.

FP number	Conditions
FP323 (CI Colombia)	*None*
FP324 (FAO Mexico)	*None*
FP325 (CCCCC multiple countries)	*None*
FP326 (BNDES Brazil)	*Conditions proposed by iTAP* (a) **Covenant to be included in the FAA:** (i) include in each APR, a discussion of the paradigm shifting market development, as it pertains to investments made by the CTF FIP 1; (b) **Condition precedent to first disbursement of GCF Proceeds to the AE:** (i) Delivery to GCF by the Accredited Entity of a finalized impact measurement and monitoring methodology, in form and substance satisfactory to the Secretariat, presenting CSG's cost-effectiveness on the basis of the 14-year monitored mitigation estimate, with the longer-horizon lifetime estimate clearly labelled as an unmonitored technical projection.
FP327 (eB Capital Brazil)[4]	*Conditions proposed by iTAP* (a) **Covenants to be included in the FAA:** (i) The Accredited Entity shall contractually require that the relevant Executing Entity ensures, whether through a shareholders' agreement or otherwise, that each Portfolio Company: (1) permanently retires and cancels the proportion of carbon attributes generated, issued, recognised or created or accrued by the Portfolio Company after the date of the investment by the relevant Master Fund in the Portfolio Company that is equal to GCF's participation (on a look through basis) in the Portfolio Company as a percentage of the relevant Master Fund's investment in that Portfolio Company; and (2) in the event a Portfolio Company is subject to compliance obligations under a national emissions trading system, whether the SBCE or other national system, calculates the amount of carbon attributes to be retired and cancelled under paragraph (1) on the amount of carbon attributes remaining after the Portfolio Company has satisfied its compliance obligations.
FP328 (FiM multiple countries)[5]	*Conditions proposed by iTAP* (a) **Condition to first disbursement of GCF Equity Funds:** (i) Delivery to the Fund by the Accredited Entity of an updated Operations Manual, duly approved by the Accredited Entity, which incorporates a dedicated adaptation eligibility criteria and outcome-reporting

[4] For the avoidance of doubt, the Secretariat has not recommended any conditions following completion of its assessment of the entity submitting this funding proposal.
[5] For the avoidance of doubt, the Secretariat has not recommended any conditions following completion of its assessment of the entity submitting this funding proposal.

FP number	Conditions
	framework, and in form and substance satisfactory to the GCF Secretariat.

Annex II: Salary structure for Board-appointed officials

Grade	Minimum	Midpoint	Maximum
ED	305,000	360,000	415,000
IU	235,000	280,000	325,000

Annex III: Terms of reference for the selection process for the Head of the Independent Redress Mechanism

I. Introduction

1. These terms of reference detail the process and provide the roles and responsibilities of the Ethics and Audit Committee (EAC), the independent recruitment firm and the Secretariat in implementation of the relevant Board decisions regarding the selection of the Head of the Independent Redress Mechanism (IRM).

II. Role and functions

2.1 Ethics and Audit Committee

2. The role of the EAC, in this context, is to assist the Board in discharging its responsibilities, in accordance with the Governing Instrument, regarding the appointment of the Head of the Independent Redress Mechanism.

3. One adviser per committee member may support each EAC member.

4. In particular, and without limitation, the EAC is to:

(a) Actively engage with the procured recruitment firm in order to assess the candidates according to the indicative profile included in the Terms of Reference for the Head of the Independent Redress Mechanism;

(b) Recommend, for consideration and decision-taking by the Board, a final list of no more than two candidates, for appointment as Head of the Independent Redress Mechanism, based on the selection and appointment processes undertaken as described in Section III below.

2.1.1 Independent recruitment firm

5. The independent recruitment firm will assist the EAC in accordance with the terms of reference set out in annex IV.

2.1.2 The Secretariat

6. The Department of People and Culture (DPC) will provide procurement and logistical support to the recruitment firm and to the EAC, as appropriate and in consultation and coordination with the committee secretary.

III. Selection process

7. The process for the presentation of the candidate(s) for the position is provided below. The EAC will:

(a) With the support of the Secretariat, issue a vacancy advertisement based on the Terms of Reference (TOR) of the Head of the IRM, to be published by the GCF and the search firm, including through a notification to all governments (through national designated authorities/focal points and United Nations Framework Convention on Climate Change national focal points);

(b) Review the applications which are received, triaged and submitted by the independent recruitment firm, in accordance with the below steps of the process:

(i) Establishing a "long list" of approximately 20-25 candidates;

(ii) Following further review, establishing a "short list" of approximately 6-10 candidates;

(iii) Conducting of interviews, with a "final interview list" of approximately 5 candidates;

(iv) Arranging leadership assessments on the final 1-2 candidate(s) which will be considered by the EAC;

(v) Preparing a detailed final report, including a recommendation of no more than 2 final candidates to be presented to the Board for decision; and

(vi) Striving to ensure a balance of candidates from developed and developing countries as well as gender balance on the long list, and short list of candidates.

(vii) Preparation by the independent recruitment firm of a detailed final report, including a recommendations of no more than two final candidates, to be presented to the Board for decision.

8. In case the EAC does not reach consensus on suitable candidate(s) for the position, the EAC will include in its report to the Board a proposal regarding any changes to ad interim arrangements to cover the position and any follow up actions which may be necessary. The Secretariat may advise the EAC in this regard.

IV. Indicative timeline

Date/Deadline	Action / Output	Responsibility of / Action by
October 2026	Decision approved by the Board	Board
Third week of November 2026	Procurement of the recruitment firm	Secretariat
By 30 November 2026	Advertisement of the job vacancy for the Head of IRM for a period of no less than 3 weeks.	Secretariat Recruitment firm
+ 4-6 weeks (after the deadline for applications) Mid-February 2027	Review of the applications, including detailed information gathering and presentation of the "long list" of 20-25 candidates for Head of the IRM to the EAC	Recruitment firm
No later than 8 weeks (after the deadline for applications) February 2027	Preparing of the "short-list" of 6-10 candidates	EAC, with assistance by the recruitment firm
+ 1 month (interviews) March 2027	Recruitment firm to conduct first interviews with the short-list of candidates (approximately 6-10 candidates), creation of a final interview list of 5 candidates for interviews by the EAC	Recruitment firm / Secretariat EAC oversees the process and will be actively involved when interviewing the final five interview candidates prior to making a recommendation to the Board

Date/Deadline	Action / Output	Responsibility of / Action by
	Recruitment firm to conduct, if requested by the EAC, leadership assessment of the no more than two candidates considered for recommendation by the EAC	Recruitment firm EAC oversees
Publication date for B.47 (end March 2027)	The EAC makes final report and recommendation to the Board of no more than two candidates by ranking of preference (if applicable)	EAC / Secretariat
B.47	The Board appoints the new Head of the Independent Redress Mechanism	Board

Annex IV: Terms of reference for the independent recruitment firm

I. Introduction

1. The Ethics and Audit Committee ("EAC" or "Committee") will oversee the recruitment process for the Head of the Independent Redress Mechanism, in accordance with its terms of reference (TOR) and the TOR for the selection process, as adopted by the Board.

2. It will engage a recruitment firm to provide advisory and administrative support. It is expected that the recruitment process will be completed no later than the forty-seventh meeting of the Board (currently scheduled for end-April 2027).

3. The GCF Secretariat will provide the Committee with logistical and administrative support.

4. This TOR seeks to identify a recruitment firm that will assist the recruitment process by undertaking the tasks described in this TOR. The authority to decide on the selection of a recruitment firm rests with the EAC, based on the proposals from the search firms, recommendations from the Department of People and Culture of the GCF Secretariat, and the applicable timeline for procurement process.

II. Objective of the assignment

5. The objective of the assignment is to ensure an open, transparent and unbiased selection process for the Head of the Independent Redress Mechanism, by conducting outreach to active and passive candidates, providing longlists, conducting necessary evaluations and screening, a longlist, shortlist and a final interview list of qualified applicants to the Committee and by managing the process, under the guidance and supervision of the Committee.

III. Scope and focus of the assignment

6. The successful recruitment firm will be responsible for advertising the role, collecting and compiling applications, screening applicants (longlisting and shortlisting), and for supporting the Committee in final listing, organising and facilitating the interviews, conducting leadership assessments of the final list of candidates, notes and reports.

7. The Secretariat will maintain oversight over the outsourced recruitment services in order to ensure compliance with recruitment policies and procedures. The activities to be undertaken by the firm under the direction of the Committee are included below.

3.1 Phase I: Attracting and communicating with candidates

(i) Hold initial conversations with members of the EAC to understand the position and the required profile of the successful candidate in view of the terms of reference, and ensure that the selection criteria are properly formulated;

(ii) Advertise the vacancy notice for the position across appropriate media;

(iii) Receive and keep records of all applications;

(iv) Act as the contact point for those seeking information and/or proposing candidates;

(v) Communicate, where appropriate, with the applicants; and

(vi) Proactively approach/contact professionals that could be a good fit in order to seek their interest in applying for the position or refer the recruitment firm to other potential candidates.

3.2 Phase II: Supporting the work of the Committee

3.2.1. Establishment of the longlist of candidates (20-25)

(i) Develop a role specification for the position based on the terms of reference of the Head of the Independent Redress Mechanism, with guidance from the Committee;

(ii) Review all applications received; and

(iii) Present to the Committee for its approval a longlist of 20-25 candidates as well as appropriate background information (that can be gathered without contacting the potential candidates).

3.2.2. Establishment of the shortlist of candidates (approximately 6-10)

(i) Interview all individuals on the shortlist of 6-10 candidates, supplemented by information gathering via telephone, videoconference or in person (where appropriate) and by other means;

(ii) Conduct appropriate reference checks and further screening of all shortlisted candidates, and present the Committee with verbal and written comments; and

(iii) Assist the Committee in establishing a final interview list of approximately five candidates that will be evaluated further.

3.2.3. Establishment of the final interview list of candidates (at least 5)

(i) Facilitate the interviews of the final candidates, including drafting probing interview questions and scoring templates for the Committee; and

(ii) Prepare a report on the minutes of the interviews conducted for consideration by the Committee in its deliberations.

3.2.4. Establishment of the final list of candidates (two only)

(i) Assist the Committee in establishing the final list of candidates;

(ii) Conduct, if requested by the EAC, a leadership assessment; and

(iii) Assist the committee in the preparation of a detailed final report to be presented to the Board for its consideration.

IV. Outputs

8. As a result of the above, the firm will provide:

(a) A longlist of 20-25 candidates, with complete data and brief comments on the longlist of 20-25 candidates;

(b) A shortlist of candidates, with complete data and brief comments

(c) A final interview list of candidates;

(d) Support to the Committee to produce a final list of candidates;

(e) A report on the minutes of the interviews conducted by the recruitment firm for establishing the final interview list of candidates;

(f) Drafting of probing interview questions and scoring templates for the Committee and preparing reports on the interviews with the final list of candidates;

(g) Assisting the committee in the scheduling, conduct and document handling for the interviews;

(h) Conducting of a leadership assessment of candidates, as requested; and

(i) Preparing a detailed final report, in collaboration with the Committee, on the final list of candidates and the recruitment process.

V. Monitoring and progress controls, including reporting requirements

9. The Committee, including through the Department on People and Culture (DPC), will provide overall supervision for the assignment.

VI. Additional elements

6.1 Duration of the assignment

10. This assignment is expected to take up to a maximum of six months starting from the date of signature of the contract by both parties, subject to adjustments as required.

6.2 Conditions

11. If the candidate resigns or is terminated for any reason within one year of taking up his or her role, the recruitment firm will be contractually required to find a replacement at no additional cost.

Annex V: Terms of reference for the Head of the Independent Redress Mechanism

Role

The Head of the Independent Redress Mechanism (IRM) will work pursuant to paragraph 69 of the Governing Instrument, in accordance with the terms of reference of the unit as approved by the Board.[1] The Head of IRM will receive complaints related to the operation of the Fund and will evaluate and make recommendations on the complaints received. The IRM is not intended to be a court of appeal or a legal/adjudicating mechanism. It is a mechanism within the Fund that will address the reconsideration of funding decisions in accordance with decision 5/CP.19, annex, paragraphs 6-10. The IRM is open, transparent and easily accessible. It will also address any grievances and complaints submitted by communities and people who have been directly affected by adverse impacts through the failure of a project or programme funded by the Green Climate Fund (the Fund) in order to implement the Fund's operational policies and procedures, including its environmental and social safeguards.

The tenure of the Head of the IRM will be for three years; renewable once. He/she will be based at the Fund's headquarters in Songdo, Republic of Korea. The position will be a full-time one. His/her conditions of appointment will be decided by the Board.

In order to ensure the independence of the office, the incumbent may not be removed from office during his/her term, except for cause.[2] The Board may decide to terminate the contract based on the evaluation of the performance of the Head in relation to an agreed performance-based contract or otherwise in accordance with the terms of the contract.. The Head of the IRM shall not be eligible for any type of employment or contractual engagement with the Fund for one year following the end of his/her appointment. He or she will be subject to, all current and future applicable Board decisions, regulations, policies, guidelines, and instructions of the Fund, including but not limited to, any applicable policy on ethics and conflicts of interest and, insofar as relevant, the Fund's Staff Regulations and Staff Rules.

Duties and Responsibilities

The Head of the IRM will be responsible to the Board for all substantive work. However, for administrative purposes only, he/she will report to the Executive Director,[3,4] and be responsible for:

- Leadership and management of the office, including the authority to make appointments and manage staff of the office;
- Addressing the reconsideration of funding decisions in accordance with decision 5/CP.19, annex, paragraphs 6-10;
- Proposing a budget for meeting the annual expenses of the unit, to ensure its financial independence;
- Applying detailed guidelines and procedures governing the work of the IRM, as approved by the Board, proposing amendments to the Board, as appropriate. The procedures followed are iterative, whereby expeditious and cost-effective redress of grievances and resolution of complaints can be facilitated;
- Treating all stakeholders in a fair and equitable manner. While ensuring transparency and fairness, the IRM will be cost-effective, efficient and complementary to other supervision,

[1] The current terms of reference of the Independent Redress Mechanism were approved by the Board through decision B.BM-2017/10.
[2] Decision B.BM-2017/10, Annex II, paragraph 7.
[3] Decision B.BM-2017/10, paragraph 20.
[4] In respect of certain overhead functions such as information technology, legal, human resources, etc. (excluding performance review).

audit, quality control, monitoring and evaluation, and independent evaluation systems of the Fund as well as those of accredited entities;
- Following international best practices;
- Dealing with grievances or complaints filed by communities and people who have been directly affected by adverse impacts through the alleged failure by the project or programme, funded by the Fund, to implement the Fund's operational policies and procedures, including its environmental and social safeguards, including the alleged failure of the Fund or its accredited entities to follow such polices;
- Establishing close relationships with the equivalent unit of the accredited entities in order to avoid duplication of their respective activities, and sharing lessons learned to ensure continuous learning;
- Making recommendations to the Board after allowing the necessary time for Management to provide response to inputs to make changes to operational policies and procedures. Both IRM findings and Management's response will be concomitantly submitted to the Board;
- Monitoring whether the decisions taken by the Board following IRM recommendations have been implemented; and
- Preparing and submitting periodic progress reports to the Board, as and when required, and an annual report that will also be disseminated to the public.

Required experience and qualifications

- An advanced university degree in law, environment, social development, development studies, economics or a related field (Masters or higher);
- Relevant professional experience, including at least seven years at senior management level;
- Good organizational skills;
- Experience working in human rights;
- Experience working with social and environmental safeguards and standards used by international organizations, which can be applied in a variety of settings;
- Experience working with vulnerable and indigenous communities and evidence of strong gender skills;
- Expert experience in drafting, applying and amending detailed guidelines and procedures associated with the adverse impacts arising from the implementation of projects;
- Experience in setting up and/or managing similar accountability units, including hiring staff and formulating a budget;
- Demonstrated experience in prioritizing multiple assignments, meeting tight deadlines, and a willingness to be flexible with minimal staff in a fast-paced environment;
- Exceptional relationship and communication management skills;
- Exceptional interpersonal skills with the ability and personality to work collaboratively, accept responsibility and motivate colleagues;
- A demonstrated strong track record in leading the recruitment and development of a team;
- Strong gender skills, sensitivity to political, and respect for cultural, factors;
- Fluency in English is essential; knowledge of another United Nations language is an advantage;
- Experience and a proven track record in dealing with grievances or complaints made by affected communities in relation to investments made by international organizations;
- Enjoys an impeccable reputation of honesty and integrity and be widely respected and regarded for his/her competence and expertise; and
- Proven analytical skills with creative solutions to challenges.

Applications from women and nationals of developing countries are strongly encouraged.

Annex VI: Work programme of the Secretariat for 2027-2029 and administrative budget

I. Introduction

1. This document presents the 2027-2029 work programme of the Secretariat, and the proposed 2027-2029 administrative budget of the Secretariat, the Board and the Trustee, for approval by the Board in line with paragraph 23(e) of the GCF Governing Instrument, and decision B.38/07. An output-based budget is included in Annex VII and a consolidated administrative budget that covers all the bodies of GCF, including its independent units, is contained in Annex VIII.

2. This is the third multi-year work programme prepared under the updated Administrative Budget and Accounting Framework adopted by decision B.38/07, and reflects written consultation undertaken with the Board and Active Observers. It maintains the Secretariat's focus on delivering the remaining Board-endorsed priorities and targets of the Updated Strategic Plan for 2024–2027 (USP-2) in 2027, while establishing the planning and institutional foundation for the transition to GCF-3 and the Strategic Plan for the GCF for 2028–2031 (USP-3); and continuing the reform agenda to deliver a fit for purpose, country led, impactful and efficient GCF. It also reflects the ongoing work of the Secretariat to managing a substantial and complex portfolio, reaching around USD 35 billion over the planning period.

3. The 2027-2029 work programme reconfirms the Secretariat focus on delivering the Board endorsed priorities in the 2026-2028 work programme of the Secretariat in decision B.43/10 in 2027 and 2028. The provisional work programmes for 2028 and 2029 do not pre-judge the strategic choices and priorities of the Board, to be articulated in USP-3, or the outcome of the third replenishment of the GCF. At the third meeting of the Board in 2027 (B.49), the Secretariat anticipates presenting a work programme reflecting the full delivery of USP-3 over 2028-2031 and the outcomes of the Fund's third replenishment.

4. Since 2024, the Fund has committed USD 7.1 billion to 120 projects. In doing so, 8 of the 11 USP-2 programming targets have been met or exceeded. In 2026, the GCF portfolio reached USD 20.4 billion in committed funding across 359 projects, with a total portfolio value of USD 80.4 billion including co-financing. Reaching this scale as the largest dedicated climate fund marks a milestone in the Fund's continued focus on scaling country-led investments and catalysing climate finance to meet the needs of developing countries, cementing the role of GCF as the main global fund for climate change finance.

5. At B.45, the Board approved the refined Commitment Authority Framework (CAF) methodology for the purpose of increasing programming capacity. This reflects a shift in the management of GCF's balance sheet, allowing significantly greater investments based on existing resources, whilst maintaining GCF's unique risk profile and high degree of concessional finance. Enabled under the refined CAF methodology, the Secretariat presents programming projections higher than those approved in the 2026-2028 Work Programme approved at B.43[1], presenting to ITAP up to 76 funding proposals requesting up to USD 4.2 billion funding in 2027, delivering additional funding to address the urgent climate finance needs of developing countries.

6. To deliver the increased programming volume and number of projects, the proposed 2027 budget requests a 3% operational flexibility budget line in addition to the approved provisional administrative budget for 2027 of USD 129.5 million. This provides the Secretariat with the flexibility to address evolving operational and programming requirements while

[1] Programming projections approved at B.43 reflected up to 51 proposals requesting USD 3.45 billion being presented to ITAP in 2027

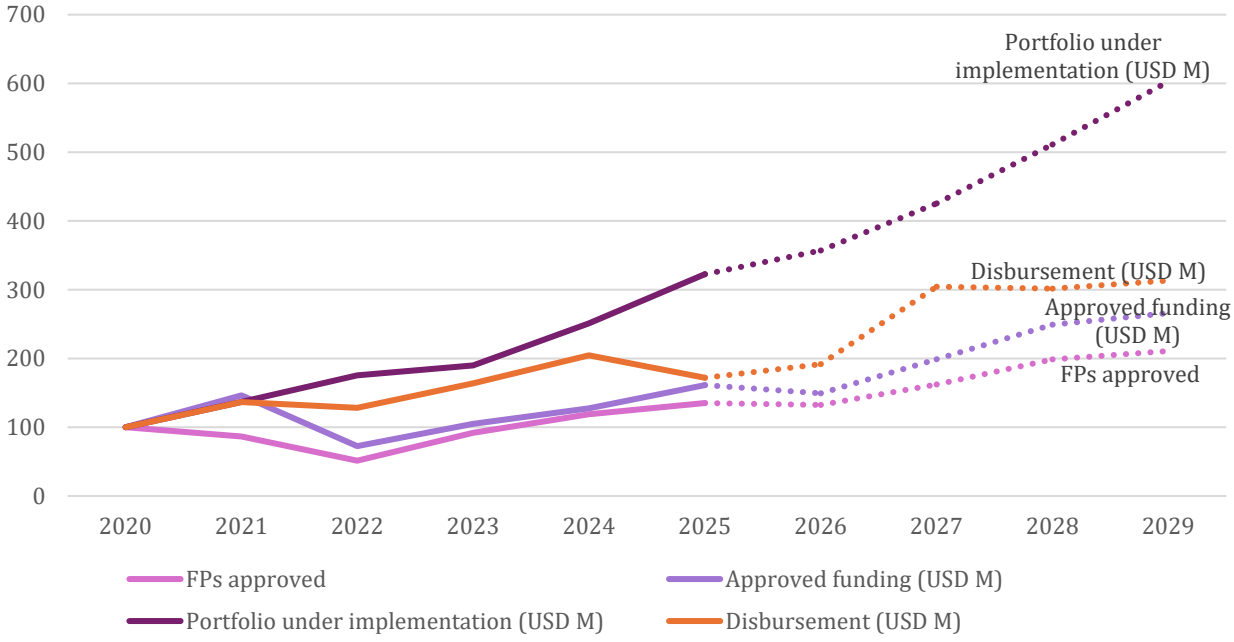
remaining within an agreed budget framework. Utilisation of the 3% operational flexibility budget line would be subject to oversight by the Budget Committee and the guidelines for the utilization in conjunction with its reporting mechanism will be proposed by the Secretariat in consultation with the Budget Committee.

7. The Secretariat confirms that it can operate within this approach, including delivery within the range of elevated programming projections, being 65-76 funding proposals to ITAP requesting USD 3.6 to 4.2 billion in 2027. This represents a comparatively more efficient budget proposal relative to the 2028 provisional budget approved by the Board in decision B.43/10.

8. Should the implementation requirements and operational needs relating to project demand exceed the resources available under the approved budget framework (including the 3% operational flexibility) and if the Secretariat needs funds in addition to the 3% operational flexibility, then the Secretariat may return to the Board at its forty-eight meeting (B.48) with a justified request for resources in excess of the 3%. Any such request would be informed by the actual and forecast budget execution, and Budget Committee review of resource needs.

9. Figure 1 reflects elevated programming and portfolio growth over the planning period, showing the as-is evolution of annual programming and cumulative portfolio growth of the Fund in recent years, and the 2026-2029 projections including the refined CAF methodology.

Figure 1: Indexed as-is evolutions 2020-25, projections from 2026-2029, including CAF



Abbreviation: FPs = Funding Proposals, M = million

10. To achieve greater than forty percent growth in programming within the strategy period, the Secretariat has made substantial progress in adapting its modalities, actions and partnerships to deliver programming, as defined in USP-2. In **significantly improving access to GCF resources**, the Fund has implemented the Reformed Accreditation Framework, with the first two application windows closing in 2026, and introduced a target accreditation application timeline of 9 months. Under the RPSP Strategy 2024-2027, Readiness is being applied to country climate finance capacity, planning and programming frameworks to support a transformational long-term climate action agenda beyond GCF. Countries are choosing to leverage funding for strategic, country-driven country and regional platforms, to support capacity building in Direct Access Entities as well as for embedded, in-country liaison officers, creating a vital bridge between the Secretariat and NDAs, ensuring real-time support, improved

coordination, and stronger alignment with national climate priorities; with continued expansion expected across the planning period.

11. In programming, the target of taking new concepts notes and funding proposals to Board ready within 9 months is embedded, from a previous appraisal time of two years, and enabled in part by the digitalisation of Funding Proposals and Annual Performance Reports in 2026, alongside the already digitised Concept Note, as well as process re-engineering; and anticipated to be further supported through the trial of artificial intelligence (AI) agents to support components of the evaluation of Funding Proposals, significantly reducing the time required to produce a first draft, while preserving the central role of expert judgement.

12. In **consolidating its capacity for delivery** under USP-2, the Secretariat's organizational structure is embedded and, in the investment office, bringing together private sector capabilities with regional teams[2] who provide a single point of focus for countries and regions, including country dialogue and engagement, the development of ambitious country investments plans, and project origination, development and implementation. This reflects a fundamental shift for GCF, moving from a reactive, project-by-project approach towards a more proactive and strategic partner to countries, and will be reinforced as regional teams move closer to countries and partners as regional offices begin to open from 2027.

13. The Monitoring and Accountability Framework approved in 2025 continues to be implemented, with the aim of strengthening GCF's results-focused approach with fit-for-purpose and adaptive monitoring processes that better align with the diverse contexts of Accredited Entities and funded activities. In 2027, implementation will conclude with the institutional and project reporting and assessment, AE Compliance and Performance Assessments, and improvements to monitoring approach and methods. Post-approval portfolio management, including disbursements, will also be a focus.

14. The final year of USP-2 will also see the implementation of the Gender Action Plan 2026-2031 approved at B.45, evolving gender at the Fund from compliant mainstreaming to measurable, value-generating outcomes, as well as key policy reforms to be considered by the Board, including Country Ownership Guidelines, Review of Financial Terms and Conditions, Review and Update of the Simplified Approval Process (SAP) Policy, Policy on Restructuring and Cancellation, Information Disclosure Policy and Observer Guidelines.

15. Institutional reforms continue with the ongoing implementation of the Staff Regulations and Staff Rules (SRR), a renewed focus on employee experience reflected in a people and culture transformation in 2027; and the strengthening of capabilities including HR, IT, finance, risk, safeguards and portfolio management.

16. In 2027, the Secretariat will advance its leverage of technology and AI through integration and modernization of priority corporate and programmatic platforms in support of portfolio management and regional presence; as well as establishment of a GCF AI platform, deploying priority AI-enabled capabilities across programmatic and corporate processes.

17. Support for Board effectiveness and Secretariat governance will further strengthen the calibration of Fund policies, processes, governance, risk management, results management and reporting and organizational capacity for successful delivery of USP-2. Over the full 2027-2029 period, the reform agenda will continue to focus on a fit-for-purpose, country-led, efficient and impactful GCF institution ready to scale to address the growing climate finance needs of developing countries as the partner of choice in the ecosystem.

18. Through 2027, the Secretariat will continue the critical focus on preparation for GCF-3, working closely with the Board in the development of USP-3, including defining the ambition

[2] Regional teams refers to four regional teams established in September 2024 under the Office of the Chief Investment Officer, covering Africa; Asia and the Pacific; Eastern Europe, Central Asia and the Middle East; and Latin America and the Caribbean, endorsed by the Board in decision B.40/01.

and key strategic choices crucial to GCF's ability to deliver on its mandate and to meet the scale of ambition developing countries require over the next four years. This is complemented by intensive efforts on the resource mobilization required for GCF-3, including the replenishment.

19. At B.44, in response to guidance from the COP, the Board decided to address relevant provisions of the new collective quantified goal (NCQG) on climate finance in the context of its work on the third replenishment of GCF, the updated Strategic Plan for the GCF 2028–2031 and other relevant strategic documents and policies.[3]

20. All of this sets up the Fund as country-led, efficient and impactful, able to successfully close the delivery of USP-2 in 2027 and focus on the next four years in the crucial decade for climate action globally. The transition from ambition set up by COP29 and COP30 to concrete actions will be key, including in the context of at least tripling annual outflows from the operating entities of the Financial Mechanism, which includes GCF,[4] and calling for efforts to at least tripling adaptation finance levels by 2035[5]. Ongoing institutional transformation intends to position GCF as fit for purpose to help countries to respond to the climate crisis and solidifying its key place in the climate finance architecture in line with the 50by30 vision and contributing to achieving the relevant provisions of the NCQG.

21. To ensure accountability and track progress, the work programme includes a results framework outlining milestones for 2027-2029 across each of the Secretariat's three objectives. These milestones articulate the specific deliverables which align with the programming directions and operational and institutional priorities in the USP-2, the continuation of the reform agenda and the continued management of the day-to-day operations of the Fund, including management of a sizeable and complex investment portfolio. The Secretariat's progress in delivering the results framework will be tracked through the Secretariat's periodic activity reporting.

II. Enhancing Country Ownership and Access

22. Under its first priority on enhancing country ownership and access, the Secretariat's aim is to finalize implementation of reforms that will make fit-for-purpose access the 'new normal' and build closer and stronger strategic programming partnerships between developing countries, GCF, and accredited entities to drive a more truly country-led GCF pipeline.

23. Aligned to USP-2, the Secretariat will focus 2027 on operationalization of key policy reforms to reshape fit-for-purpose accreditation, deepening country and readiness partnerships. Consistent with Board direction, the Secretariat will focus first, on implementation of accreditation and monitoring and accountability reforms; second, centering GCF programming on the GCF developing country partnership and strategic engagement to establish ambitious, integrated and inclusive programmes of climate action; and third, positioning GCF as a proactive readiness partner working with countries to co-design solutions and deliver through effective technical partnerships.

24. On accreditation, the Secretariat will finalize implementation of reforms approved in 2025 to deliver a fit for purpose model that our partners and GCF need, following the first

[3] See UNFCCC decision 6/CMA.7, paragraph 3, and decision B.44/04, annex.

[4] See UNFCCC (2024) decision 1/CMA.6, paragraph 16: "Decides that a significant increase of public resources should be provided through the operating entities of the Financial Mechanism, the Adaptation Fund, the Least Developed Countries Fund and the Special Climate Change Fund and also decides to pursue efforts to at least triple annual outflows from those Funds from 2022 levels by 2030 at the latest with a view to significantly scaling up the share of finance delivered through them in delivering on the goal contained in paragraph 8 above".

[5] See UNFCCC decision 1/CMA.7, paragraph 53: "Reaffirms the doubling by 2025 in paragraph 18 of decision 1/CMA.3, calls for efforts to at least triple adaptation finance by 2035 in the context of decision 1/CMA.6, including paragraph 16 thereof, and urges developed country Parties to increase the trajectory of their collective provision of climate finance for adaptation to developing country Parties".

application windows in 2026. The Secretariat anticipates such reforms will materially expand countries' choice of programming partners – especially direct access – institute fit-for-purpose accountability and performance arrangements and focus on the goal of enabling entities to become accredited in nine months or less.

25. Anticipated implementation of an updated country ownership policy (to be considered by the Board) will complement the implementation of the RPSP 2024-2027 strategy and readiness engagement by integrated regional teams, reiterating strategic GCF developing country programming partnerships as the 'centre of gravity' for GCF pipeline development. In 2027, GCF will strengthen its strategic orientation by deepening partnerships with MCFs, MDBs and others to implement readiness support, enhancing country-driven climate planning and pipeline development. Readiness grants will be increasingly tailored to support investment planning and the development of country programming that aligns with GCF strategic priorities and expand support for country and regional platforms which foster integrated approaches to climate finance and coordination across stakeholders.

26. By the end of 2027, the Secretariat will have worked with over 100 countries to agree shared programming priorities and promote the uptake of targeted readiness support, advancing implementation and investment mobilization for nationally determined contributions (NDCs), national adaptation plans (NAPs) and other climate strategies in line with USP-2 Target 1. By the end of the GCF- 2 period, the Secretariat will have significantly boosted the impact of readiness in originating high-quality GCF projects and bring to GCF-3 a pipeline that is more qualitatively aligned with country-GCF climate impact priorities.

27. As part of this, the Secretariat will continue its work with interested partners on country and regional platforms to support more integrated, broad-scale and ambitious investment programming, as has been seen in the country platform in Brazil, which in 2026 had its first GCF projects approved by the Board, and the announcements by more than 20 countries and regions that they will leverage readiness funding to support the establishment or enhancement of country and regional platforms. The Secretariat anticipates additional announcements by countries and regions pertaining to platforms in coming months, while continuing to provide support to those who are focused on operationalizing and enhancing platforms.

28. Guided by USP-2 Target 2 – doubling the number of direct access entities (DAE) with approved funding proposals – the Secretariat will continue engagement with DAEs to promote uptake of the DAE readiness window, PPF and support the last mile toward project approval. At both project development and implementation stages, first-time DAE projects often involve a steep learning curve. The Secretariat anticipates extra up-front investment – to onboard new DAEs, provide guidance on common programming and implementation gaps, and enable forums for peer learning – to help DAEs optimize the use of readiness and PPF support for programming. It has also planned for the identification of new capacity building needs under DAE support window and the establishment of a mechanism and framework for carrying out diagnosis of the institutional and implementation capabilities of DAEs and other relevant implementation partners. By 2027, the Secretariat aims to secure at least 29 new DAEs FP approvals (aligned to USP-2 Target 2), alongside some returning DAEs.

29. Overall, the Secretariat's work on enhancing country ownership and access will be guided by a more client-focused partnership ethos focused on improving the experience of accessing GCF. Efficient GCF will continue to drive efficiencies, with the 'new normal' of taking newly submitted proposals from concept note to Board approval in nine months or less embedded. The Fund is planning to further accelerate its project appraisal process, with a suite of AI agents currently entering a trial phase to support different components of the evaluation of Funding Proposals, designed to assist teams in synthesizing documentation, structuring analysis, and generating initial drafts of evaluation reports, reducing the time required to produce a first draft from several weeks to several days, while preserving the central role of expert judgement.

30. In 2027, work on Country Ownership guidelines and an Indigenous Peoples Climate Framework will further enhance access to GCF resources, with continued focus on supporting new DAEs to programme with the Fund (USP-2 Target 2). The Secretariat will also continue to review progress of the RPSP Strategy, with a view to monitoring impact and refresh strategies for readiness and PPF for GCF-3. Stakeholder consultations and development are well underway, with ongoing Board discussions and formal consideration in 2027 as part of USP-3.

III. Delivering Impact and Results

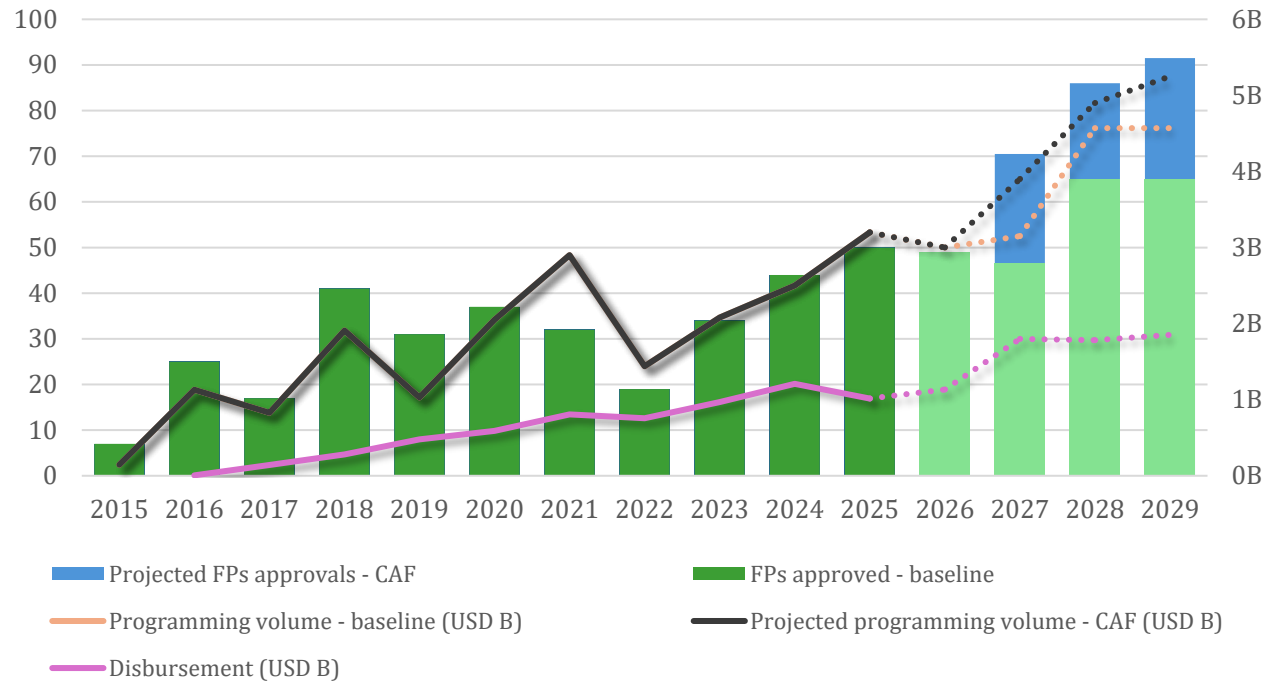
31. Under its second priority on delivering impact and results, the Secretariat's aim is to fully execute GCF-2 resources to deliver high-impact, country-owned programming that addresses climate vulnerability, supports paradigm shift across sectors[6], and catalyzes innovation and private sector investment in line with USP-2 goals.

32. By the GCF-3 replenishment, the Secretariat aims to build the Fund's portfolio management, monitoring, evaluation and learning, and communications functions to a level where there is wide global recognition of GCF's results and impact, and its role in supporting a more 'fit for purpose' wider climate finance architecture.

33. The Secretariat's 2027-2029 work programme continues to deliver greater programming reach through a more than 40% boost in programming levels in GCF-2, relative to GCF-1, while building readiness to further scale in GCF-3, contribute to the pursuit of the NCQG agreed at COP29, and deliver on the 50by30 vision. Building upon this rapid acceleration of programming achieved under USP-2, the Secretariat will sustain programming in alignment with USP-2 targets and available commitment authority, with additional programming reach possible under the refined Commitment Authority Framework methodology endorsed at B.45 (decision B.45/01). Projections of Funding Proposals presented to ITAP requesting USD 5.1 billion and USD 5.4 billion of funding in 2028 and 2029, respectively, reflect an uplift in ambition, to be further defined with the Board through the development of USP-3. Following Board consideration of a policy framework that supports broader resource mobilization efforts, the Secretariat anticipates requiring enhanced capacity to enable higher levels of programming for GCF-3 commensurate with the GCF-3 targets to be defined with the Board. Detailed projections on 2027-2029 programming projections are available in Table 4.

[6] As enshrined in para. 2 of the Governing Instrument, the Fund will 'promote the paradigm shift towards low emission and climate-resilient development pathways by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change, taking into account the needs of those developing countries particularly vulnerable to the adverse effects of climate change'.

Figure 2: Portfolio growth to 2029

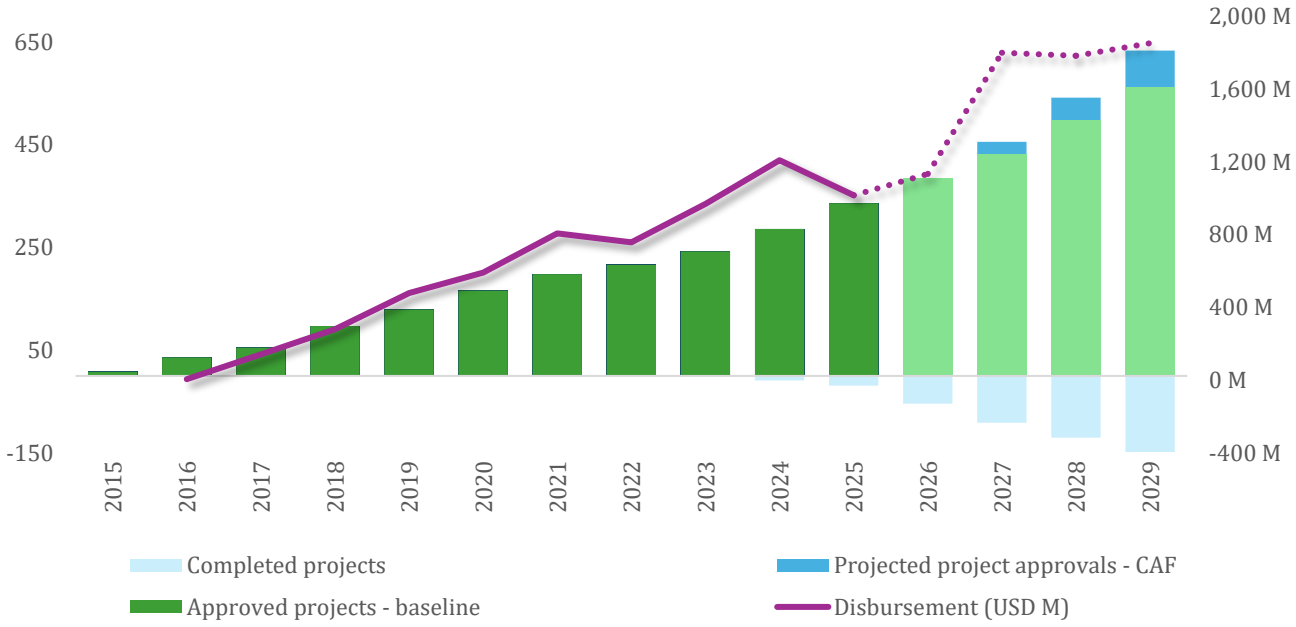


Abbreviation: B = billion, CAF = refined Commitment Authority Framework, FPs = Funding Proposals

34. In addition to continuous management of the portfolio approved over the initial resource mobilization, GCF-1 and GCF-2 periods, and with the call to respond to the NCQG decision as well as deliver on the 50by30 vision in future years[7], it is anticipated that GCF will not reach steady state in the foreseeable future, as shown in Figure 3. The Secretariat notes projects are closing at a slower rate than planned, primarily due to the increasing complexity of the portfolio and the volume of change requests and extensions. The importance of the role the Secretariat plays in managing an increasingly large and complex portfolio is critical, with efficiency gains essential and, nevertheless, increasing demands on programming, legal, risk, operational safeguards, as well as portfolio management and monitoring capabilities, including adaptive management. Of great importance to the Fund is its work for vulnerable people and communities, enhancing DAEs and addressing the unserved and underserved, across a full breadth of instruments; and this requires the requisite Secretariat capacity and capabilities to appropriately engage, deliver and manage.

[7] The 50by30 vision was announced at the 2023 UNGA and noted in the UNFCCC Conference of Parties (2024), COP Guidance to the Green Climate Fund, Decision 3/CP29 (here).

Figure 3: Portfolio Projections



Abbreviation: CAF = refined Commitment Authority Framework, M = million

35. Over the programming period, regional teams will collaborate with countries and Accredited Entities (AEs) on more proactive portfolio management called for in the revised Monitoring and Accountability Framework (MAF) approved at B.42 and the Policy for Restructuring and Cancellations being considered by the Board, supported by close monitoring of AE performance, compliance, and programming. Final implementation of MAF in 2027, including monitoring and support mechanisms for AEs, NDAs and internal stakeholders, will shift focus to consistent application of MAF provisions across portfolios, enabled through detailed planning, resource allocation, capacity-building and change-management measures. The Secretariat will continue to monitor implementation progress and incorporate lessons learned to ensure the framework is applied effectively and sustainably, and by the end of the planning period, the Secretariat will produce institutional learning products that showcase how MAF has informed programming and policy.

36. Regional teams continue to work closely with accredited entities and countries on pipelines aligned to country priorities and leveraging of readiness funding to more directly influence country investment pipelines. This includes reviewing the pipeline and enabling the Secretariat to concentrate its resources on advancing paradigm-shifting, country-prioritized projects and programmes, consistent with the Governing Instrument, USP-2 programming priorities and the investment criteria in the Funds Investment Framework.[8] Continuing to deliver on the Fund's goals to support vulnerable people and communities, the Secretariat is developing systems for targeting and ensuring access to finance by the most vulnerable.

37. Supporting this requires strengthened systems for managing the portfolio for impact, building on the development of live dashboards with risk-based indicators and investment in capacity building for internal teams and delivery partners. GCF is moving from fragmented, supply-driven knowledge management into a demand-led, AI-enabled system that delivers actionable insights at the point of need. The Secretariat is building an institutional knowledge system that transforms data and to ensure insights are accessible, contextually relevant, traceable, and anchored in GCF's results areas. Complementary efforts in data libraries and

[8] GCF (2023), Investment Framework

dashboards are expanding access to portfolio and country-level information, improving monitoring, evidence-based decision-making and institutional oversight. The Secretariat also expects to see the continuing acceleration of disbursements across all funding windows, including timing to first disbursement. Informed by learnings from a detailed analysis of disbursements, the Secretariat will continue implementation of targeted measures to strengthen readiness at approval, improve implementation support, enhance portfolio monitoring, and address bottlenecks earlier in the project lifecycle. The Secretariat will also continue to streamline internal processes and strengthen collaboration with Accredited Entities to facilitate more timely disbursements. Aligned to this focus, projections reflect up to USD 2,075 million of disbursements in 2027.

38. To support a further reduction in the average time between Board approval and signing of the legal arrangements, an additional AI agent is under development to automate the preparation of the first draft of the Funded Activity Agreements for approved projects. Consistent with its approach to AI-enabled capabilities, the Secretariat will take a responsible and measured approach to deployment, with AI intended to support rather than replace expert judgement. As these types of tools are developed and tested, outputs will remain subject to human review and validation, supported by appropriate data governance, transparency and accountability arrangements. AI-enabled capabilities will be assessed against measures of quality, adoption and efficiency before broader deployment, as part of the wider digitalization, process re-engineering and automation agenda.

39. Furthering the focus on monitoring, evaluation and learning, the Secretariat will continue to introduce reporting of new portfolio impact results, supported by impact measurement technologies, and anticipates rolling out the Harmonized Results Framework to be considered by the Board at B.46, and embed across Fund systems, processes and tools.

40. Furthering the demonstration of investment impact, the Fund will publish a flagship report of GCF-2 results and impact, along with implementation of endorsed recommendations from the report to inform knowledge sharing and enhance performance. This deepening of Fund results and impact supports the strengthening of GCF leadership in the climate finance ecosystem, especially critical in the leadup to replenishment. The Global Impact and Partnerships Conference[9] will bring together senior country leaders, National Designated Authorities, AEs, private sector, partners, civil society and GCF, and will be a platform to showcase GCF results, strengthen partnerships and identify opportunities to scale delivery, access and country ownership. The Conference will foster South-South sharing of results and experiences with respect to enabling environments and institutions being strengthened through readiness support; delivery models across mitigation and adaptation; and how the speed, space and effectiveness of climate finance delivery can improve, The Government of Ethiopia has agreed to co-host this event from 5-7 April 2027 as an event leading up to COP32.

41. The Secretariat will continue to contribute towards global multi-lateral initiatives to shape the future of the global climate finance architecture, including progressing work on complementarity and coherence with MCFs and MDBs. Building on the Funds inaugural 2026 chairmanship of the MCF Taskforce and implementation of the first MCF Annual Work Programme, the Taskforce will continue to explore opportunities to deepen collaboration. Areas of ongoing work include coordinated country support and capacity-building, knowledge-sharing and peer learning, collaboration around country platforms and country-owned investment planning, and joint visibility and coordination. Similarly, engagement with MDBs will continue

[9] The Global Impact and Partnerships Conference has previously been referred to as the GCF Global Programming Conference and is aligned to Objective 3 of the 2024-2027 Readiness and Preparatory Support Strategy: Knowledge-sharing and learning to enhance national and regional cooperation on climate programming and financing. The Conference is funded through the Readiness and Preparatory Support Programme budget and does not form part of the Secretariat administrative budget.

to explore practical opportunities for collaboration around country platforms, pipeline development, project preparation and mobilization of finance.

IV. Focus on People and Institutional Strengthening

42. Under its third priority of focus on people and institutional strengthening, the Secretariat's three-year aim is to strengthen the organizational backbone of its people and institutional capabilities so that stakeholders can have full confidence in GCF's ability to operate as a state-of-the-art organization, and employees see the Fund as an employer of choice. These efforts seek to ensure the Secretariat is fully equipped to manage a scaling portfolio, in alignment with the climate finance needs of countries and the global climate finance goals.

43. Building on the implementation of the Staff Regulations and Staff Rules approved in 2025, 2027 will be a critical year for embedding people reforms, renewing focus on employee engagement, change management and attracting, developing and retaining world-class talent. Through the development of a People and Culture Transformation Programme, the Secretariat will continue its focus on becoming an employer of choice with an evolved approach, aligning organizational culture with GCF values through employee experience, engagement and change management, developing an approach to mobility as part of the operationalization of regional presence, as well as workforce planning and a refreshed performance management system aimed at building a safe, respectful and rewarding work environment.

44. Over 2027-2029, building on intensive focus to mature the GCF's architecture for risk-informed financial management, the Secretariat will complete the full implementation of the Enterprise Risk Management system across the portfolio in 2027, concluding a comprehensive review of compliance-related risk frameworks and setting up the necessary internal controls and processes for the implementation and monitoring of reforms, ensuring risk, governance and legal matters are addressed. The GCF must be properly equipped to manage a portfolio of growing financial complexity that includes diverse and novel financial instruments and structures. The Secretariat will advance the development of operational risk controls and tools to mainstream a risk-aware culture and updates to risk management policies related to GCF-3, non-financial risk management and other related matters. Continuing efforts to conclude bilateral agreements with countries, recognizing GCF's legal status as an international organization and expanding coverage of privileges and immunities for GCF, its assets and officials, and building a world-class internal audit function, will round out a proactive approach to risk management.

45. The Secretariat will also be continuing its evolution of GCF's systems to become an intelligent and data-driven organization that is ready to harness the power of rapidly advancing technology. The operationalization of the Enterprise Oracle Centre-of-Excellence and GCF enterprise resource planning (ERP) system is supporting productivity and transparency gains through budget execution reporting, procurement, travel, expenses and people management. Continued enhancement of IT systems and security will lead to consolidation and optimization of GCF's integrated core technology platforms to support efficient, resilient, and increasingly automated institutional and programmatic operations, while improving user experience, system agility and enabling regional delivery.

46. In 2027, AI-ready data architecture and data models as well as the establishment of the GCF AI platform will enable the deployment of AI capabilities across priority programmatic and corporate processes. This will support the acceleration of concept note and funding proposal reviews, enhance dashboard reporting and data-driven decision making, and support backend finance and HR operations; and, by the end of the planning period, the scaling of AI-enabled automation across priority core platforms and routine business processes based on quality, adoption and efficiency measures. Together with an agile approach to corporate performance management and robust management practices, enhanced business intelligence reporting and

analytics are expected to promote operations excellence and cement a strong track record of efficient administration.

47. The Fund's portfolio management, results and impact, risk and technology focus will be underpinned by a continuous focus on data quality and governance, including through the re-modelled AI-ready data architecture, AI-ready data models, and integrated knowledge and impact data capabilities aligned to the Fund's data governance framework that safeguards consistency, accountability and transparency. This, along with a maturing approach to the Fund's portfolio management, monitoring, evaluation and learning, adds credibility to the Fund's role at the epicentre of climate finance data and potential to set benchmarks for the entire climate finance space.

48. Over the first three years of USP-2, the Efficient GCF initiative has made substantial progress in critical areas: from strengthening the Readiness Programme and reforming accreditation, to accelerating the project cycle—pursuing the commitment to move concept notes to Board-ready funding proposals within nine months. These efforts have translated into measurable results - for example, process automation has enabled the accounting team to double the number of invoices processed per month while maintaining a similar level of staffing. Bringing core operational data sets together into one ERP platform has reduced the time required to produce reliable operational information, improved consistency across reports, and enhanced management's ability to monitor performance and make timely decisions. And, while implementing reforms to bring GCF closer to the realities, priorities and needs of countries and engaging in a more responsive, coherent and effective manner, nevertheless the Secretariat administrative budget and headcount are growing at a slower pace than the increasingly large and complex portfolio under management.

49. The Secretariat will continue to focus on the implementation of Efficient GCF reforms, and operational excellence in key capabilities including HR, IT, finance, risk, safeguards and portfolio management. Over 2027 and beyond, the Secretariat will demonstrate sustained impact of the Efficient GCF reforms and will continue to pursue simplification and reforms focused on efficiency and impact. This continues the institutional strengthening necessary to manage a scaling organization and maturing, complex portfolio.

50. To facilitate delivery of the upcoming strategy, replenishment and policy items on Board workplan, the Secretariat also plans to continue its efforts to support effective governance through enhancing processes, systems and capacities to support an informed, engaged and effective Board. Continuing the reform trajectory, successful finalization and implementation of key policy reforms – in particular country ownership, restructuring and cancellations and a policy framework that supports broader resource mobilization efforts – will be crucial to enabling access, impact and efficiency through a rationalized, simplified and more coherent GCF policy suite.

51. Maturing treasury, finance and risk capabilities through continuous improvement and review of performance of risk models, systems, portfolio analytics, liquidity and market risk management capacity. The Secretariat will continue to implement the foundational system, processes, and data structure to further refine budget related KPIs to support strategic and data-driven budget planning and strengthen fiscal year audit processes; and further consolidate and institutionalize compliance risk learnings through thematic reviews, feedback loops, and integration into project development tools.

52. Action under all three of the Secretariat's objectives will fundamentally be directed toward readying GCF for its third replenishment and 2028-2031 strategic programming period, during which the world will cross the critical decade for climate action. In the context of replenishment, by 2027 GCF will be in a position to showcase itself as a partner of choice for developing countries that has significantly improved access; a fund of choice for contributors with an innovative and impact-driven strategy, demonstrated results and proven track record of

effective and efficient administration; and demonstrated progress towards becoming an employer of choice for its people, with a focus on employee satisfaction, engagement and performance.

53. Over 2027, in addition to the final delivery of USP-2, the Secretariat will enable the development of the 2028-2031 Strategic Plan (USP-3)[10] and the GCF-3 replenishment, in collaboration with the Board and informed by robust engagement and consultation. In this 2027-2029 work programme, the Secretariat's investments and activities are designed to set the essential foundation – of partnerships, programming, results, policies, financials, data and people – for successful resource mobilization through an empowered network of champions, a strong contributor base[11], and capital mobilization toolkit that can pave the way to GCF-3, enable the delivery of the 50by30 vision and Fund contribution to the achievement of the NCQG; and illustrate transition to USP-3 delivery.

V. Programming Projections

54. The table below sets out three-year projections for key programming and implementation metrics. Annual programming goals have always been based on a number of factors, including an assessment of the GCF commitment authority and scenarios for financial planning, resources committed for RPSP and PPF, an evaluation of the project pipeline, and assumptions regarding both the approval of the Secretariat's budget requests and policy development.

55. In relation to commitment authority, following Board endorsement of the refined Commitment Authority Framework (CAF) methodology for the purpose of increasing programming capacity (decision B.45/01), programming projections now reflect a higher level of programming than envisaged in the 2026–2028 Secretariat Work Programme approved at B.43. As reported in document GCF/B.46/Inf.10, "Status of GCF resources, pipeline and portfolio performance", under the refined methodology approved at B.45, applying instrument weights that reflect the prevailing programming mix[12], aggregate commitment authority as at 30 June 2026 is approximately USD 5,467 million under the refined methodology.

56. The proposed 3% operational flexibility budget line item in addition to the provisionally endorsed 2027 administrative budget of USD 129.466,185[13] would provide the Secretariat with flexibility to address evolving operational and programming requirements while remaining within an agreed budget framework. The Secretariat confirms that it can operate within this approach, including delivery within the range of elevated programming projections (65-76 funding proposals to ITAP, reflecting volumes of 3,664-4,224M)[14].

57. Should the implementation requirements and operational needs relating to project demand exceed the resources available under the approved budget framework (including the 3% operational flexibility) and if the Secretariat needs funds in addition to the 3% operational flexibility, then the Secretariat may return to the Board at its forty-eighth meeting (B.48) with a justified request for resources in excess of the 3%. Any such request would be informed by the actual and forecast budget execution, and Budget Committee review of resource needs.

[10] It is anticipated that the updated Strategic Plan for 2028-2031 will reflect critical priorities across the Fund including readiness, project preparation facility and private sector.
[11] In line with decision B.45/18
[12] Grants / Result-based payments (49.6%), Loans (36.5%), Equity (11.9%), Guarantees (2.0%)
[13] Reflects the provisional GCF Secretariat administrative budget of USD 128,767,883 and the additional allocation for implementation of the 2025 salary adjustment of USD 698,302 approved by decision B.43/10, paragraphs (d) and (i), respectively.
[14] Programming projections are higher than those approved by the Board in the 2026-2028 Secretariat Work Programme, reflecting the implementation of the refined Commitment Authority Framework methodology decided by the Board in decision B.45/01.

58. As discussions on USP-3 are in early stages and the outcome of the third replenishment of the Fund will be known in late 2027, the Secretariat anticipates review of the 2028 and 2029 programming projections, as well as the presentation of a four-year Work Programme and Budget for 2028-2031 at the forty ninth meeting of the Board (B.49), taking into account the programming directions agreed upon by the Board and the volume of committed and projected resources, in alignment with the Administrative Budget and Accounting Framework.

59. Projected implementation outputs are likewise based on assumptions such as the programming projections, current understanding of FAA implementation and disbursement schedules, rate of restructuring, and an understanding of resources available to support implementation. Reporting against these projections will be included as per past practice in the regular Report on the Activities of the Secretariat.

60. Table 1 sets out reporting metrics for accreditation:

Table 1: Accreditation

Metrics	2027	2028	2029
New accreditation applications progressed by the Secretariat to the Accreditation Panel's review under institutional accreditation	40-50	40-50	40-50
Number of AEs in network	Total: 251 DAE: 168 IAE: 83	Total: 296 DAE: 209 IAE: 87	Total: 336 DAE: 249 IAE: 87

61. Table 2 sets out reporting metrics for the Readiness and Preparatory Support Programme:

Table 2: Readiness and Preparatory Support Programme[15]

Metrics	2027	2028	2029
New proposals approved and approved amount (USD million)	45 (76.3M)	80 (170M)	90 (190M)
Cumulative portfolio – number of proposals approved and approved amount (USD million) (all approved grants from inception including closed/cancelled)	1,019 (1,137M)	1,099 (1,307M)	1,189 (1,497 M)
Grants closed[16] and amount (USD million)	Annual: 150 (180M) Cumulative: 665 (445M)	Annual: 125 (150M) Cumulative: 790 (595M)	Annual: 80 (120 M) Cumulative: 870 (715M)
Active Readiness portfolio - number and USD million (All approved grants not yet formally closed)	Cumulative: 354 (692M)	Cumulative: 309 (712M)	Cumulative: 319 (782M)
Disbursements (USD million)	Annual:	Annual: 158 M	Annual: 158 M

[15] The readinesss projections for 2027-2029 relate to the Readiness and Preparatory Support Programme budget and are not funded through the Secretariat administrative budget.

[16] Grants that have been formally and administratively closed in GCF systems, including both grants that were successfully completed and those cancelled before completion. These grants are no longer active and have completed all closure requirements, including financial reconciliation, final reporting, and any related payment or refund processes.

Metrics	2027	2028	2029
	134 M Cumulative: 747 M	Cumulative: 905 M	Cumulative: 1,063M
No-cost extensions and change requests processed	15% of portfolio (53 requests)	15% of portfolio (46 requests)	15% of portfolio (48 requests)

62. Table 3 sets out reporting metrics for the Project Preparation Facility:

Table 3: Project Preparation Facility

Metrics	2027	2028	2029
New requests approved and approved amount (USD million)	21 PPF requests (13.9M) where at least 14 are from DAEs (8.9M)	23 PPF requests (16.1M) where at least 16 are from DAEs (10.3M)	23 PPF requests (16.1M) where at least 16 are from DAEs (10.3M)
PPF proposals closed and amount (USD million)	Grants:12 (8.0M) Services: 7 (4.7M)	Grants: 14 (9.5M) Services: 8 (5.5M)	Grants: 14 (9.5M) Services: 8 (5.5M)
PPF portfolio under implementation (i.e. total cumulative approved proposals legally effective and/or expired excluding closed grants)	Cumulative: Grants: 37 PPF Service: 10	Cumulative: Grants: 35 PPF Service: 11	Cumulative: Grants: 35 PPF Service: 11
Disbursements	Annual: 13.8M Cumulative: 21.8M	Annual: 15.5M Cumulative: 20.8M	Annual: 15.5M Cumulative: 20.8M
Total PPF proposals completed and amount (USD million)	Grants: 2 (1.3M) Cumulative: 10(6.7M) Services: 13 (4.8M) Cumulative: 37 (13.6M)	Grants: 3.5 (2.3M) Cumulative: 15 (10.0M) Services: 14 (5.2M) Cumulative: 55 (20.1M)	Grants: 3.5 (2.3M) Cumulative: 18 (12.3M) Services: 14(5.2M) Cumulative: 69 (25.3M)

63. Table 4 sets out reporting metrics for funding proposal programming, funded activity implementation and portfolio management.

Table 4: Funding proposal programming, funded activity implementation and portfolio management – reflecting implementation of the refined Commitment Authority Framework

Metrics	2027	2028	2029
Total new funding proposals and amount sent to the ITAP (USD million)[17]	Total: 65-76 funding proposals (3,664M-4,224M) Public: 44-51 funding proposals (2,198M-2,531M) Private: 21-25 funding proposals (1,466M-1,693M)	Total: 83-90 funding proposals (4,774M-5,112M) Public: 56-61 funding proposals (2,864M-3,064M) Private: 27-29 funding proposals (1,910M-2,048M)	Total: 88-95 funding proposals (5,107M-5,444M) Public: 59-64 funding proposals (3,064M-3,263M) Private: 29-31funding proposals (2,043M-2,181M)
SAP proposals and amount sent to ITAP (USD million)	Total: 12-15 funding proposals (265M-324M) Public: 10-12 funding proposals (220M-269M) Private: 2-3 funding proposals (45M-55M)	Total: 15-18 funding proposals (349M-400M) Public: 12-14 funding proposals (283M-317M) Private: 3-4 funding proposals (66M-83M)	Total: 16-20 funding proposals (359M-425M) Public: 13-16 funding proposals (293M-342M) Private: 3-4 funding proposals (66M-83M)
Direct access proposals and amount sent to ITAP (USD million)	Total: 23-27 funding proposals (1,137M-1,329M) Public: 18-21 funding proposals (910M-1,063M) Private: 5-6 funding proposals (227M-266M)	Total: 29-32 funding proposals (1,1443M-1,566M) Public: 23-25 funding proposals (1,154M-1,253M) Private: 6-7 funding proposals (289M-313M)	Total: 31-34 funding proposals (1,534M-1,657M) Public: 25-27 funding proposals (1,227M-1,326M) Private: 6-7 funding proposals (307M-331M)
Adaptation proposals and amount sent to ITAP (USD million), including share to SIDS/LDCs/African States[18] Adaptation proposals and amount sent to ITAP (USD million), including share to SIDS/LDCs/African States[23]	Total: 23-26 funding proposals (733M-844M) Public: 17-19 funding proposals (586M-675M) Private: 6-7 funding proposals (147M-169M)	Total: 30-32 funding proposals (955M-1,021M) Public: 22-23funding proposals (764M-817M) Private: 8-9 funding proposals (191M-204M)	Total: 31-34 funding proposals (1,021M-1,088M) Public: 23-25 funding proposals (817M-870M) Private: 8-9 funding proposals (204M-218M)

[17] All programming projections are based primarily on the total volume to be programmed, and the number of FPs is derived from average proposal sizes. The actual number of FPs may vary from projections based on the sizes of FPs received.

[18] In keeping with prior years' practice, the adaptation projections only count adaptation-only proposals and do not include cross-cutting projects, which are a plurality of GCF's portfolio.

Metrics	2027	2028	2029
PSAA	Total: 8-12 FPs (480M-720M)	No projections pending Board decision on continuation of PSAA pilot	No projections pending Board decision on continuation of PSAA pilot
FAAs signed and total FAAs signed	Annual: 53-61 Cumulative: 410-423 _____ Public: 36-41, 317-325 cumulative Private: 17-20, 93-98 cumulative	Annual: 67-74 Cumulative: 477-497 _____ Public: 46-50, 363-375 cumulative Private: 21-24, 114-122 cumulative	Annual: 71-80 Cumulative: 548-577 _____ Public: 48-54, 411-429 cumulative Private: 23-26, 137-148 cumulative
FPs completed and amount [19] (USD million)	37 (1,274M)	29 (1,256M)	28 (1,597M)
Total approved FPs under implementation & disbursed - not including completed FPs	Cumulative: 272-300	Cumulative: 317-350	Cumulative: 365-404
Disbursements	Annual: 1,772M-2,075M Cumulative: 9,323M – 9,747M	Annual: 1,694M-1,969M Cumulative: 11,018 – 11,716M	Annual: 1,826M-2,062M Cumulative: 12,844 – 13,778M
Share of funding proposals under implementation	85%	85%	85%
Share of funding proposals receiving disbursements	80%	80%	80%
% portfolio subject to adaptive management action (NB major change requests) [20]	Total: 40% Non-Major change, Major change: 5%	Total: 40% Non-Major change, Major change: 5%	Total: 40% Non-Major change, Major change: 5%

[19] Projects with project completion reports received.
[20] Projections may be impacted by Board decisions relating to restructuring and cancellations.

VI. Proposed 2027 to 2029 administrative budget of the GCF including the Board, the Secretariat and the Trustee

64. An overview of the proposed 2027–2029 administrative budgets for the Board, the Secretariat and the Trustee is provided in table 5 below, followed by individual sections covering each budget. The combined proposed budget amounts to USD 146.6 million for 2027, representing an increase of USD 15.5 million, or 12 per cent, compared with the 2026 forecast. The provisional budgets for 2028 and 2029 amount to USD 154.5 million and USD 157.5 million, respectively, representing annual increases of 5 per cent and 2 per cent. These amounts exclude the Board and emergency contingency budgets presented separately below.

65. The proposed 2027 budget, excluding the Board and emergency contingencies, comprises USD 5.9 million for the Board, USD 133.4 million for the Secretariat and USD 7.4 million for the Trustee. The 2027 Secretariat budget reflects zero growth on the B.43 approved provisional 2027 budget and a proposed 3 per cent operational flexibility budget line to support increased programming and portfolio delivery enabled by the refined Commitment Authority Framework methodology. Similarly, the proposed 2028 Secretariat budget remains aligned with the approved provisional budget. The increase in the Trustee budget is primarily attributable to investment management costs associated with the projected level of assets managed by the Trustee.

66. The proposed budgets reflect continued application of the multi-annual budgeting framework and incorporate updated assumptions regarding work programme priorities, implementation timing, and expected delivery requirements. The presentation continues to distinguish staff, consultants and interns and provides separate reporting of contractual services, thereby increasing transparency regarding the nature of the resources proposed. The Board budget is presented by major activity, while the Secretariat budget is presented by expense category and through the output-based budget. The proposals also incorporate management actions, reprioritization and efficiencies identified during the review process.

67. Consistent with the Administrative Budget and Accounting Framework approved by decision B.38/07, the consolidated administrative budget separately provides for an emergency contingency and a Board contingency. These contingencies are calculated as percentages of the combined budgets of the Secretariat and the Independent Units. For 2027, the proposed emergency contingency is USD 2.9 million, equivalent to 2 per cent of the applicable budget base, while the proposed Board contingency is USD 2.2 million, equivalent to 1.5 per cent. Provisional emergency contingencies of USD 3.1 million for 2028 and USD 3.2 million for 2029 are also presented.

68. Including Board and emergency contingencies, the proposed total administrative budget is USD 151.7 million for 2027, representing an increase of USD 20.6 million, or 16 per cent, compared with the 2026 forecast. The provisional consolidated budgets amount to USD 157.7 million for 2028 and USD 160.7 million for 2029, representing annual increases of 4 per cent and 2 per cent, respectively. The 2028 and 2029 budgets will be reviewed through subsequent multi-annual work programming and budgeting processes, taking into account implementation of the Strategic Plan for the GCF for 2028–2031 and the outcome of the third replenishment of GCF.

Table 5: Proposed administrative budget for 2027-2029 (USD in thousands)

Code	A Budget category/ subcategory	B 2026 Approved budget	C 2026 Forecast	D Proposed 2027 budget	E= (D-C)÷C % change over 2026 Forecast	F Proposed 2028 budget	G Proposed 2029 budget	H= (F-D)÷D YoY change: 2028 vs. 2027 (%)	I=(G-F)÷F YoY change: 2029 vs. 2028 (%)	J 3 Year CAGR
1	Board	5,017	4,994	5,889	18%	5,855	6,025	-1%	3%	6%
2a	Secretariat	121,419	119,533	129,466	8%	141,244	144,091	9%	2%	6%
2b	Flexible operational budget (3%)	-	-	3,884	3%	-	-	n/a	n/a	n/a
3	Trustee	6,547	6,547	7,361	12%	7,433	7,341	1%	-1%	4%
	Total before Board and emergency contingencies	**132,983**	**131,074**	**146,600**	**12%**	**154,532**	**157,457**	**5%**	**2%**	**6%**
	Board Contingency (1.5%)	2,039	-	2,177	n/a	n/a	n/a	n/a	n/a	n/a
	Emergency Contingency (2%)	2,719	-	2,903	n/a	3,148	3,214	6%	2%	n/a
	Grand total	**137,741**	**131,074**	**151,680**	**16%**	**157,680**	**160,671**	**4%**	**2%**	**7%**

6.1 Board Budget

69. The costs relating to the Board cover expenditures associated with Board meetings, Board retreats and other Board engagement activities; Co-Chair, Co-Chair team and Board representative travel on GCF-related missions; and the activities of Board committees, panels and working groups, including the Accreditation Panel (AP), the Independent Technical Advisory Panel (ITAP) and the Indigenous Peoples Advisory Group (IPAG).

70. The proposed Board administrative budget amounts to USD 5.9 million for 2027 and 2028, increasing to USD 6.0 million in 2029. The 2027 proposal is USD 0.8 million above the provisional budget of USD 5.1 million, principally reflecting additional Board travel requirements and strengthened capacity to support accreditation activities. The total budget remains broadly stable in 2028 before increasing moderately in 2029.

71. **Direct Board activities** The proposed direct Board budget is USD 2.4 million in 2027, an increase of approximately USD 0.5 million over the provisional budget. The increase primarily reflects additional travel requirements associated with Board engagement on the development of USP-3, including provision for a Board retreat in Germany, together with the impact of updated travel cost assumptions since the B.43 provisional budget was established. The consultant budget also reflects the transfer of editorial support from the Office of Governance Affairs to the Board budget, representing a budget realignment rather than entirely new resource requirements. Venue and logistics and professional services remain broadly stable over the planning period.

72. **Accreditation Panel (AP)** The proposed AP budget is USD 1.5 million in 2027, compared with the provisional budget of USD 1.3 million. The increase is driven by additional consultant capacity to support increased accreditation reviews and related operations under the reformed accreditation framework. This includes six AP members, five review support consultants and one full-time operations consultant. The additional consultant requirements are partly offset by lower professional services and travel requirements compared with the provisional assumptions. The AP budget remains broadly stable in 2028 and increases moderately to USD 1.6 million in 2029. The proposed AP consultant budget of USD 1.4 million annually assumes six AP members comprising one Chair, one Vice Chair, two ESS Panel Members and two Fiduciary Panel Members, each engaged for up to 15 days per month; five review support consultants comprising two ESS Advisors and three Fiduciary Advisors; and one full-time operations consultant providing administrative, coordination and analytical support to the AP and the Secretariat.

73. **Independent Technical Advisory Panel (ITAP)** The proposed ITAP budget amounts to USD 1.7 million in 2027, USD 1.8 million in 2028 and USD 1.9 million in 2029. The budget primarily supports compensation for ten ITAP members, in addition to technical consultant support and one operations consultant responsible for coordinating and supporting the work of the Panel. Consultant and travel requirements remain broadly stable across the planning period and continue to support the independent technical assessment of funding proposals submitted to the Board. The increase in 2029 primarily reflects provision for the periodic performance review of ITAP members whose appointments are expiring. For increased programming levels under the refined commitment authority framework, ITAP may need to make greater use of the technical consultant support already included in the budget, but the expenses related to panel compensation would remain unchanged. Future budget needs may change if the Board approves any changes to ITAP subsequent to the review of ITAP and the mandates from decisions B.44/07 and B.45/07.

74. **Indigenous Peoples Advisory Group (IPAG)** The proposed IPAG budget amounts to USD 0.2 million annually from 2027 to 2029. Compared with 2026, the slight increase of USD 0.1 million primarily reflects updated travel cost assumptions for IPAG members, together with consultant support for delivery of the IPAG work plan. Travel provisions support the

participation of IPAG members in Board meetings, work-plan activities and relevant international forums, including the United Nations Permanent Forum on Indigenous Issues. The budget remains stable throughout the planning period.

75. Overall, the proposed Board budget reflects the resources required to support Board meetings and governance activities, strengthen accreditation review capacity and maintain the effective functioning of Board panels and advisory groups. Following the 2027 increase, the budget is maintained at a relatively stable level over the remainder of the planning period, with year-on-year movements primarily reflecting identifiable travel and cyclical review requirements.

Table 6: Board: Proposed administrative budget for 2027-2029 by major activities (USD in thousands)

Code	Budget category/ subcategory	2026 Approved budget	2026 Forecast	Proposed 2027 budget	% change over 2026 Forecast	Proposed 2028 budget	Proposed 2029 budget	YoY change: 2028 vs. 2027 (%)	YoY change: 2029 vs. 2028 (%)	3 Year CAGR
1.1	**Board**									
1.1.1	Board travel	1,086	1,086	1,561	44%	1,506	1,515	-4%	1%	12%
1.1.2	Consultants	88	78	242	212%	242	242	0%	0%	46%
1.1.3	Venue and logistics	426	426	441	3%	441	441	0%	0%	1%
1.1.4	Professional services	120	120	150	25%	160	160	7%	0%	10%
	Sub-total: Board	**1,720**	**1,710**	**2,394**	**40%**	**2,348**	**2,357**	**-2%**	**0%**	**11%**
1.2	**Accreditation Panel (AP)**									
1.2.1	AP travel	162	162	100	-38%	119	132	18%	11%	-7%
1.2.2	Consultants [a]	778	1,003	1,390	39%	1,390	1,390	0%	0%	11%
1.2.3	Venue and logistics	-	-	-	n/a	-	-	n/a	n/a	n/a
1.2.4	Professional services	386	161	20	-88%	-	40	-100%	n/a	-37%
	Sub-total: Accreditation Panel (AP)	**1,326**	**1,326**	**1,511**	**14%**	**1,509**	**1,562**	**0%**	**4%**	**6%**
1.3	**Independent Technical Advisory Panel (ITAP)**									
1.3.1	ITAP travel	149	149	150	1%	150	150	0%	0%	0%
1.3.2	Consultants [b]	1,553	1,553	1,595	3%	1,595	1,595	0%	0%	1%
1.3.3	Venue and logistics	-	0	-	-100%	-	-	n/a	n/a	-100%
1.3.4	Professional services	121	121	-	-100%	13	121	n/a	800%	0%
	Sub-total: Independent Technical Advisory Panel (ITAP)	**1,823**	**1,823**	**1,745**	**-4%**	**1,758**	**1,866**	**1%**	**6%**	**1%**

Code	Budget category/ subcategory	2026 Approved budget	2026 Forecast	Proposed 2027 budget	% change over 2026 Forecast	Proposed 2028 budget	Proposed 2029 budget	YoY change: 2028 vs. 2027 (%)	YoY change: 2029 vs. 2028 (%)	3 Year CAGR
1.4	**Indigenous Peoples Advisory Group (IPAG)**									
1.4.1	IPAG travel	110	110	153	39%	153	153	0%	0%	12%
1.4.2	Consultants	33	20	80	292%	80	80	0%	0%	58%
1.4.3	Venue and logistics	5	5	7	40%	7	7	0%	0%	12%
1.4.4	Professional services	-	-	-	n/a	-	-	n/a	n/a	n/a
	Sub-total: Indigenous Peoples Advisory Group (IPAG)	**148**	**136**	**240**	**77%**	**240**	**240**	**0%**	**0%**	**21%**
	Grand total	**5,017**	**4,994**	**5,889**	**18%**	**5,855**	**6,025**	**-1%**	**3%**	**6%**

[a] Assumes six Accreditation Panel members comprising one Chair, one Vice Chair, two ESS Panel Members and two Fiduciary Panel Members, each engaged for up to 15 days per month; five review support consultants comprising two ESS Advisors and three Fiduciary Advisors; and one full-time operations consultant supporting Panel operations and accreditation review processes.

[b] Assumes ten panel members on monthly fixed honoraria rates, technical consultants and one operation support consultant.

6.2 Secretariat Budget

76. The proposed 2027 Secretariat administrative budget reflects zero growth on B.43 approved provisional budget of USD 129.5 million, and a separate operational flexibility budget line of USD 3.9 million, equivalent to 3 per cent of the approved provisional budget. This brings the total proposed 2027 budget to USD 133.4 million, with any utilization of the operational flexibility budget line subject to Budget Committee oversight. The proposed budgets for 2028 and 2029 amount to USD 141.2 million and USD 144.1 million, respectively. The 2028 budget remains at the level provisionally approved at B.43, while the 2029 budget represents an increase of approximately USD 2.8 million, or 2 per cent, over 2028.

77. The Secretariat undertook a comprehensive review of resource requirements and applied management actions, reprioritization and efficiency measures across the organization. These include expenditure phasing, use of eligible multi-year budget flexibilities and carry-forward arrangements, alignment of resources with implementation timing, continued scrutiny of consultant and contractual service requirements, and ongoing cost-control measures across business units. These measures have enabled the Secretariat to maintain the core budget at the level previously approved by the Board at B.43 while continuing to support delivery of the work programme.

78. The proposed budget reflects the resources required to deliver the Secretariat work programme and fulfil the Fund's established operational, fiduciary, governance and institutional responsibilities. It supports the continued implementation of existing mandates and priorities approved by the Board, while maintaining the organizational capacity necessary to support programming, portfolio delivery and institutional operations.

79. The budget also supports delivery of the final year of the Updated Strategic Plan for 2024–2027 and preparation for the next strategic and replenishment cycle. In addition to supporting ongoing institutional and operational priorities, 2027 is expected to be a strategically important year for the Fund, including preparations for the third replenishment period, development of the updated Strategic Plan for the GCF for 2028–2031 and implementation of the Gender Action Plan 2026–2031.

80. The operational flexibility budget line is intended to support the increased programming and portfolio delivery enabled by the refined Commitment Authority Framework methodology. It would provide additional operational capacity, particularly across investment, legal, risk and compliance functions, to be mobilized as required during implementation of the 2027 work programme. Any utilization would be subject to Budget Committee oversight and informed by actual and forecast budget execution.

81. The proposal takes a prudent approach to Regional Presence. While preparatory work and implementation planning continue, the full budget implications of Regional Presence have not been incorporated into the proposed Secretariat administrative budget pending further Board consideration of implementation arrangements, including the mobility framework and rollout approach. The Secretariat will continue to refine cost estimates and implementation requirements as the initiative progresses and will present future budget implications for Board consideration through the established budget and governance processes.

82. Across the planning period, staff remain the largest expense category, reflecting the Secretariat's continued focus on strengthening and retaining core institutional capacity. Consultant and contractual service resources are deployed selectively to supplement specialist, time-bound or transitional requirements. ICT expenditure declines over the planning period as technology efficiencies are realized and resources are increasingly focused on priority in-house systems. The projected depreciation profile reflects both planned capital investments and the gradual retirement of existing assets that have reached the end of their useful lives.

Table 7: Overview of the proposed administrative budget for 2027-2029 (USD in thousands)

	A	B	C	D	E= (D-C)÷C	F	G = D + F	H	I	J= (H-D)÷D	K=(I-H)÷H	L
Code	**Budget category/ subcategory**	**2026 Approved budget**	**2026 Forecast**	**2027 Proposed budget**	**% change over 2026 Forecast**	**2027 Proposed flexible operational budget**	**Total 2027 budget**	**Proposed 2028 budget**	**Proposed 2029 budget**	**YoY change: 2028 vs. 2027 (%)**	**YoY change: 2029 vs. 2028 (%)**	**3 Year CAGR**
2.1.1	Full-time staff	88,380	84,123	92,875	10%	2,127	95,003	104,120	107,385	12%	3%	8%
2.1.2	Consultants	4,414	5,455	4,631	-15%	1,124	5,755	4,910	4,996	6%	2%	-3%
2.1.3	Interns	746	852	1,149	35%	0	1,149	1,166	1,144	1%	-2%	10%
2.2	Travel	3,972	4,469	5,692	27%	461	6,153	5,832	5,753	2%	-1%	9%
2.3.1	Contractual services	8,710	9,067	9,689	7%	172	9,861	10,411	10,906	7%	5%	6%
2.3.2	General operating costs	2,398	1,466	2,101	43%	0	2,101	2,145	2,178	2%	2%	14%
2.3.3	Information and communications technology	9,800	9,801	9,758	0%	0	9,758	9,012	8,835	-8%	-2%	-3%
2.3.4	Depreciation	3,000	4,300	3,570	-17%	0	3,570	3,647	2,893	2%	-21%	-12%
	Grand total	**121,419**	**119,533**	**129,466**	**8%**	**3,884**	**133,350**	**141,244**	**144,091**	**9%**	**2%**	**6%**

83. **Staff.** The Secretariat continues to progressively build the staff cohort required to deliver its expanding programme of work. This becomes increasingly important as GCF prepares for its third replenishment and with the operationalisation of regional presence, while strengthening institutional capacity to manage an increasingly complex portfolio. In 2026, the Secretariat filled a number of critical leadership and operations vacancies, including the Chief Operating Officer, Directors of External Relations and Risk Management and Compliance, the Chief of Staff and several Regional Managers under the regional department structure. The staffing assumptions for 2027-2029 therefore build on the strengthening of institutional capacity, including capabilities required at GCF's Headquarters and through the four (4) regional offices and one (1) sub-regional office.

84. The need for adequate staffing capacity is further reinforced by the Board's approval at B.45 of the refined Commitment Authority Framework which applies a risk-based approach to determining available commitment authority with an ever increasing programming capacity. As increased commitment authority enables the Fund to support a higher level of programming, the Secretariat will need to maintain commensurate capacity across programming and the enabling fiduciary, risk, legal, financial and operational functions to support portfolio management.

85. The revised salary structure established under the Staff Regulations and Staff Rules (SRR) has been fully implemented. In parallel, the Secretariat is reinforcing the use of a range of contract modalities available under the revised Staff Regulations and Rules to ensure that workforce arrangements better reflect the nature of work being performed. This includes greater use, where appropriate, of short-term and special fixed-term appointments for time-bound, project-specific and other defined staffing requirements. This approach is intended to reduce the institutional and operational risks associated with reliance on individual consultants that perform functions that are core or more appropriately undertaken by staff, while retaining sufficient workforce flexibility to respond to temporary and specialised requirements. The Secretariat is accordingly developing and reviewing the supporting frameworks and internal policies, including Administrative Instructions, to establish clear mechanisms for the appropriate and consistent use of the different contracting modalities in particular, and implementation of the SRR in general.

86. At its forty-fifth meeting, the Board adopted the Methodology for Salary Scale Review and Adjustment. The methodology provides the framework for the Secretariat's periodic review of the salary scale and provides greater consistency and predictability in determining whether an adjustment is warranted. In accordance with the Board-approved methodology, the Secretariat has conducted the salary scale review using the two primary inputs prescribed by the methodology: market pay movement and the cost of labour index. Based on the data provided by external compensation firms, market pay movement and cost of labour index reported 4.1% and 2.9%, respectively. Applying equal weights in accordance with the approved methodology results in the salary scale adjustment index of 3.5%. The proposed adjustment is intended to maintain the salary structure in line with the methodology while providing a transparent and evidence-based basis for the associated staffing cost assumptions in the 2027–2029 budget.

87. **Consultants and interns.** The proposed consultant budget amounts to USD 4.6 million in 2027, USD 4.9 million in 2028 and USD 5.0 million in 2029. Consultants provide temporary capacity, specialist expertise and business continuity support where requirements cannot be met efficiently through permanent staffing, including during recruitment, periods of extended leave and time-bound peaks in operational demand. This category covers individuals engaged as consultants and is separate from externally procured contractual services.

88. The consultant budget supports targeted institutional and strategic priorities, specialized assignments and transitional capacity requirements across the Secretariat. The 2027

provision includes time-bound support for preparations for the third replenishment of GCF and other priorities under the work programme. The gradual increase in 2028 and 2029 reflects continuing specialist requirements across the Secretariat, while remaining broadly stable over the planning period. The Secretariat will continue to monitor consultant engagements alongside recruitment and the use of other staff contract modalities to manage overlap, duration and value for money.

89. The budget includes support associated with preparations for the third replenishment of the GCF and other transitional priorities, together with the expected onboarding of permanent and short-term staff. The budget remains broadly stable in 2029, providing flexibility for continuing specialist requirements while avoiding the assumption that temporary capacity becomes a permanent feature of the cost base. The Secretariat will continue to monitor consultant engagements alongside recruitment progress to manage overlap, duration and overall value for money.

90. The proposed intern budget amounts to USD 1.1 million in 2027, USD 1.2 million in 2028 and USD 1.1 million in 2029 and remains broadly stable across the planning period. The budget supports the Secretariat's intern programme and is based on planned placements across offices, subject to the availability of suitable candidates and the timing of recruitment. The programme provides structured learning and early-career development opportunities while supporting defined activities under staff supervision. Intern positions are not intended to substitute for permanent staff or consultant capacity.

91. **Travel.** The proposed travel budget of USD 5.7 million in 2027 reflects updated travel requirements to support implementation of the 2027 work programme, including country engagement, portfolio oversight, project implementation support and strategic engagement activities. Consistent with expenditure trends observed in 2026, the majority of travel expenditure supports programming-related activities, including country engagement missions, regional dialogues, project development and implementation support, portfolio management activities and regional summits. While the proposed travel budget is higher than the 2026 forecast, it reflects the level of travel required to support effective programme delivery, portfolio management and country-facing engagement activities across the Secretariat's growing portfolio. Travel expenditure is expected to remain broadly stable across the planning period, with proposed budgets of USD 5.8 million in 2028 and USD 5.8 million in 2029. The Secretariat will continue to pursue efficiencies through mission prioritization, coordination of travel plans where appropriate.

92. **Contractual services.** Contractual services, comprising externally procured professional services and communications and outreach activities, are budgeted at approximately USD 9.7 million in 2027, USD 10.4 million in 2028 and USD 10.9 million in 2029. The 2027 core provision is approximately USD 0.7 million below the B.43 provisional budget, reflecting the review, prioritization and phasing of planned assignments. The gradual increase thereafter reflects the sequencing of multi-year activities and deliverables across the planning period.

93. The provision supports clearly defined institutional, technical, advisory, analytical and communications deliverables where external service providers offer expertise or capacity not available internally. In 2027, these services support key priorities including implementation of the Gender Action Plan 2026–2031, preparations for the third replenishment of GCF, development and consultation on the Strategic Plan for the GCF for 2028–2031, and targeted activities under the Efficient GCF initiative. The provision also supports other professional services required to manage a growing and increasingly complex portfolio.

94. Requirements have been reviewed to ensure alignment with work programme priorities, appropriate use of internal capacity, clearly defined deliverables and value for money. The multi-year budget framework enables expenditure to be aligned more closely with the

timing of contracted deliverables, including through the controlled carry-forward of eligible commitments where delivery extends into a subsequent financial year. This supports more accurate budgeting and reduces pressure to accelerate expenditure solely because of the financial year-end. Contractual services are separate from individual consultants, which are presented under the consultants budget line.

95. **Information and communication technology (ICT).** The proposed ICT budget amounts to USD 9.8 million in 2027, declining by 8 per cent to USD 9.0 million in 2028 and by a further 2 per cent to USD 8.8 million in 2029. The reduction of approximately USD 0.9 million, or 9 per cent, over the planning period reflects efficiencies expected from technology-enabled process improvements, continued rationalization of ICT operating expenditure and a strategic shift towards greater in-house development and support capabilities. Despite the declining expenditure profile, the budget continues to provide for the operation, maintenance and enhancement of the Fund's core technology infrastructure and digital platforms.

96. At the same time, resources are being redirected towards the development of priority in-house systems supporting readiness, accreditation, the migration of the Portfolio Performance Management System to the GCF Portfolio Platform, readiness disbursements and funded activities, as well as the further integration of artificial intelligence into the GCF Portfolio Platform. Resources will also support the maintenance of these systems as responsibilities progressively transition from external vendors to internal teams. This approach allows the Fund to continue strengthening its core digital platforms while reducing recurring operating costs over time.

97. **Depreciation and General operating costs.** Depreciation reflects the non-cash accounting expense associated with the existing asset base and planned new capital investments. The 2027 capital plan includes approximately USD 2.3 million of new capital expenditure, principally comprising USD 1.8 million of ICT investments and approximately USD 0.4 million for furniture and leasehold improvements. These new investments add to depreciation over the planning period. However, their impact is offset by the declining depreciation charge on existing assets as they reach the end of their useful lives. As a result, the overall depreciation expense is projected at approximately USD 3.6 million in both 2027 and 2028 before declining to approximately USD 2.9 million in 2029. The multi-year profile therefore reflects the net effect of depreciation commencing on new capital investments and depreciation ending on existing assets.

98. The proposed budget for general operating costs is USD 2.1 million in 2027 and 2028 and USD 2.2 million in 2029. This category covers utilities, security, cleaning services, maintenance, office supplies, subscriptions and other operating expenditures necessary for the day-to-day functioning of the Secretariat. The relatively stable budget profile across the planning period reflects continued efforts to manage operating costs efficiently while maintaining essential corporate services and facilities required to support Secretariat operations.

6.3 GCF Trustee (World Bank) workplan and estimated costs for 2027-2029 (as submitted by the Trustee)

Table 8: Estimated Costs for 2027-2029 (USD in thousands)

Code	A Budget category/ subcategory	B 2026 Approved budget	C 2026 Forecast	D Proposed 2027 budget	E= (D-C)÷C % change over 2026 Forecast	F Proposed 2028 budget	G Proposed 2029 budget	H= (F-D)÷D YoY change: 2028 vs. 2027 (%)	I=(G-F)÷F YoY change: 2029 vs. 2028 (%)	J 3 Year CAGR
1.1	**Core investment and treasury services**	**5,421**	**5,421**	**6,255**	**15%**	**6,318**	**6,191**	**1%**	**-2%**	**5%**
1.1.1	Investment management	5,421	5,421	6,255	15%	6,318	6,191	1%	-2%	5%
1.2	**Support services**	**1,126**	**1,126**	**1,106**	**-2%**	**1,115**	**1,150**	**1%**	**3%**	**1%**
1.2.1	Financial & program management	941	941	921	-2%	923	951	0%	3%	0%
1.2.2	Accounting & reporting	83	83	83	0%	86	89	4%	3%	2%
1.2.3	Legal services	102	102	102	0%	106	110	4%	4%	3%
	Grand Total	**6,547**	**6,547**	**7,361**	**12%**	**7,433**	**7,341**	**1%**	**-1%**	**4%**

6.3.1. Description of the CY2027 Workplan extracted from Trustee's proposal:

99. The World Bank as Trustee provides a range of services for the Green Climate Fund (GCF) as defined in the Terms and Conditions for the Administration of the GCF Trust Fund. The budget for the trustee services provided to GCF is presented in four categories i.e. Financial and Program Management, Investment Management, Accounting and Reporting and Legal Services.

100. In accordance with the GCF Board's approval of the updated Accounting and Budgeting Framework in March 2024 that established the rolling multi-year administrative budget, and pursuant to discussions with the GCF secretariat, the Trustee Budget estimate for CY2027 is being presented for approval, and alongside this, projections for CY2028 and CY2029 budget amounts. The CY2028 and CY2029 Trustee budget projections are indicative and expected to be finalized prior to each budget year.

101. **Investment Management fees** are calculated based on a flat fee of 4.5 basis points (i.e. 0.045%) of the estimated average annual balance of undisbursed cash in the GCF Trust Fund. The investment management fee is consistent with the cost-recovery principle and reflects the resources necessary to cover the cost of providing the investment management services which are tailored to preserve development partner funds and ensure their availability while augmenting their value. The full suite of services that the Trustee provides includes:

- Active management of the investment portfolio to maintain the portfolio's risk profile within the parameters of a conservative risk management framework and to generate excess returns compared to established investment benchmarks;
- Development and implementation of best-fit asset allocation strategies that accommodate varying liquidity needs, investment horizons and risk appetites while providing access to a wide variety of investment products.
- Incorporation of Environmental, Social and Governance (ESG) factors in the investment management processes, including the implementation of a dedicated Sustainable Fixed-Income Model Portfolio;
- Leverage the World Bank's trusted relationships and arrangements, including banking, custodian and settlement agreements, and robust legal, compliance and governance arrangements; and
- Customized performance and risk reporting.

102. Actual investment management costs may vary depending on the actual average liquidity balance in the GCF Trust Fund during CY2027. As of end June 2026, the Trustee has generated about USD 2.1 billion in investment income which forms part of the total resources available to support GCF Board's funding decisions.

103. **Financial and Program Management fee** covers services related to management and execution of financial transactions, including receiving and processing of contributions, recording allocations and commitments, executing cash transfers to recipients using World Bank financial systems and procedures, and regular financial reporting for the GCF Trust Fund. It includes collaboration with the GCF Secretariat, responding to day-to-day enquiries from the Secretariat, Contributors and other GCF constituencies and stakeholders, as well as ad hoc advisory and customized services as agreed with the GCF Secretariat.

104. **Accounting and Reporting fee** covers services including the management of the accounting model for the GCF Trust Fund, clearance of agreements, and maintenance of appropriate records, accounts and systems to support financial reporting.

105. **Legal Services fee** covers services including drafting, negotiation and preparing contribution agreements/arrangements and amendments, and other legal agreements, as needed. It also covers providing policy advice and legal review on issues raised by the GCF Board and others as they may impact the GCF Trust Fund and the services of the Trustee.

6.3.2. CY2027 Budget Proposal

106. Table 8 above includes the proposed budget for CY2027 and the comparison with CY2026 approved budget by various budget line items.

107. The trustee's total costs for the provision of trustee services in CY2027 are estimated at USD 7,361,090 which is USD 813,400 or 12% higher than the approved CY2026 budget. The increase in the CY2027 budget compared with the approved CY2026 budget is only due to the increase in the investment management fees. For the CY2027 budget estimate, an average annual cash balance of USD 13.9 billion is assumed, based on the updated projection provided by the GCF Secretariat. An average annual cash balance of USD 12.1 billion was assumed under the CY2026 budget proposal. The other budget line items are either lower than (financial and program management) or in line with (accounting and reporting, and legal services) the approved CY2026 budget.

108. The trustee's budget includes USD 25,000 in IT costs for changes and testing of the necessary functionality to support the recording of commitments in the GCF Trust Fund in accordance with GCF's refined Commitment Authority Framework methodology.

109. **Change relative to the prior CY2027 indicative estimate**: During the presentation of the CY2026 budget proposal, the Trustee provided the indicative multi-year budget estimates for calendar years 2027 and 2028. The proposed CY2027 budget is higher than last year's CY2027 indicative estimate by USD 455,090 on account of the investment management fees (USD 464,090) which are offset by lower projected costs across the other budget line items (USD 9,000). Last year's multi-year indicative estimates assumed an average annual cash balance of USD 12.9 billion in CY2027 compared with the USD 13.9 billion assumed in the currently presented CY2027 budget proposal.

6.3.3. CY2028-2029 Indicative Budget Estimates:

110. The indicative budget estimates for CY2028-2029 assume the same level of activity for each of the Trustee services, adjusted for a 3% inflation factor, and average annual cash balances of USD 14.0 billion and USD 13.8 billion during CY2028 and CY2029, respectively, based on the GCF Secretariat's projections. The estimates do not include any customized costs such as IT costs. Such costs will be reflected in future budgets as needed based on the outcome of consultations with the GCF Secretariat.

111. **Change relative to the prior CY2028 indicative estimate:** The updated CY2028 estimate, as presented in Table 8 above, is USD 537,125 higher on account of the investment management fees (USD 572,125) which are offset by lower projected costs across the other budget line items (USD 35,000). Last year's multi-year indicative estimates assumed an average annual cash balance of USD 12.8 billion in CY2028 compared with USD 14.0 billion under the updated CY2028 indicative estimates.

VII. 2027-2029 Secretariat work programme results framework

112. The table below sets out the proposed streamlined results framework for the 2027-2029 Secretariat work programme. Each objective has intended outcomes the Secretariat will work toward over the three-year period, with key deliverables planned each year. The Secretariat will continue tracking performance through the Report on the Activities of the Secretariat.

113. The provisional Results Framework for 2028 and 2029 will be reviewed following the Boards adoption of the updated Strategic Plan for the GCF 2028-2031. At the forty-ninth meeting of the Board, the Secretariat intends to present a four-year Work Programme and Budget, including Secretariat work programme results framework for this period aligned to USP-3 objectives, and taking into account the volume of committed and projected resources and the programming directions agreed upon by the Board.

#	Intended outcomes	2027 deliverables	Provisional 2028 deliverables	Provisional 2029 deliverables
1. Enhancing country ownership and access				
1.A	Reformed & simplified access and partnership modalities	• Total of 251 AEs in the GCF network, of which 168 are DAEs[1] • Present Readiness and PPF approach for 2028-2031[2] • Design readiness partnership framework to complement with MCFs and MDBs technical assistance • Review and update of PSAA • Present country ownership guidelines for Board consideration	• Implement partnership framework that allows for readiness complementarity with MCFs and MDBs • Implement the new Readiness and PPF approach[3] • At least 30 countries supported to implement country platforms, NDCs and NAPs	• Continue implementation of the new readiness and PPF approach[9] • At least 30 countries supported to implement country platforms, NDCs and NAPs
1.B	Strengthened country platforms for NDC/NAP/LTS implementation and inclusive, country-driven origination of GCF pipeline with suitable AEs	• Develop investment pipeline with at least 25 developing countries to advance implementation of NDCs/NAPs/LTS • Continue support to existing country and regional platforms • Support an additional 5-10 countries in establishing or enhancing an existing country or regional platform • 80 Liaison Officer contracts signed[4]	• Review country-led platforms readiness support and its impact on investment programming • Continue support to existing country and regional platforms • Support an additional 5-10 countries in establishing or enhancing an existing country or regional platform • 100 Liaison Officer contracts signed[10]	• Continue support to existing country and regional platforms • Support an additional 5-10 countries in establishing or enhancing an existing country or regional platform • 100 Liaison Officer contracts signed[10] • Conduct assessment of country-led approach consistent with updated country ownership guidelines
1.C	Strengthened DAE capacity for climate programming & implementation	• At least 50 DAEs supported through the Readiness DAE support window • 29 new DAEs with approved FP cumulative 2024-2027 (doubling new DAEs with approved FPs)	• At least 50 DAEs supported through the Readiness DAE support window • Continued focus on new DAEs with approved FPs • Implementation of new capacity building support for the DAE window • Review of readiness disbursement rates and DAEs streamline process	• At least 50 DAEs supported through the Readiness DAE support window • Continued focus on new DAEs with approved FPs
1.D	Simpler and more streamlined GCF policies and processes	• Mature operational excellence framework with 10% measured gains in efficiency annually • Through automation, focus on reducing post approval processing cycle times from documentation to disbursements	• Mature operational excellence framework with 10% measured gains in efficiency annually • Assess and optimize post-approval processing cycle times against agreed benchmarks • Automated generation of ex-ante impact	• Continue the annual stakeholder feedback and improvement cycle, tracking progress and updating improvement actions based on the findings[5] • Deployment of automation and AI-enabled

[1] Achievement of this target depends on the Accreditation Panel recommending the relevant entities to the Board and on subsequent Board approval.
[2] Presented for Board consideration in the updated Strategic Plan for the GCF 2028-2031 (USP-3)
[3] Subject to Board approval of USP-3.
[4] Liaison Officer contracts are signed on an annual basis. Each year's figure may include contracts for countries already supported in the previous year, where the Liaison Officer arrangement is renewed, as well as contracts for additional countries.
[5] Continuation of the Stakeholder Perception and Satisfaction Survey in 2029 is subject to future planning, budget and procurement arrangements.

#	Intended outcomes	2027 deliverables	Provisional 2028 deliverables	Provisional 2029 deliverables
1.D	Simpler and more streamlined GCF policies and processes	• Review and update SAP policy • Establish an annual stakeholder feedback and improvement cycle through the Stakeholder Perception & Satisfaction Survey (SPSS), tracking stakeholder perceptions and satisfaction against the 2026 baseline and agreeing cross-departmental improvement actions • Full lifecycle integration of concept notes, funding proposals, APRs, and evaluations into a single digital ecosystem	projections for all funding proposals, aligned with Harmonized Results Management Framework • Assess progress in stakeholder perceptions and satisfaction against the 2026 baseline through the annual SPSS and update agreed cross-departmental improvement actions • Using the 2026 SPSS as a baseline, track perception and satisfaction levels of stakeholders aiming to raise positive awareness of GCF activities, and increase satisfaction levels amongst key stakeholders. • Operationalization of integrated analytics to assess performance, identify emerging risks and implementation trends, and support strategic decision-making across the full project lifecycle	functions to support proactive risk identification, portfolio monitoring and adaptative management.
2. Delivering impact and results				
2.A	Pipeline management & programming aligned with country priorities & GCF-2 results and allocation targets	• Continued programming focus on projects most likely to deliver measurable paradigm shift, aligned to GCF investment criteria and country priorities • 65-76 FPs submitted to ITAP, including through the use of RPSP support and aligned with country pipelines • Deliver 40% increase in programming output by FP number relative to GCF-1 (cumulative 2024-2027)	• Programming focus on projects most likely to deliver measurable paradigm shift, aligned to GCF investment criteria and country priorities, while scaling programming in alignment with Fund ambition • 83-90 FPs submitted to ITAP, including through the use of RPSP support and aligned with country pipelines • Review country priority aligned pipeline and project approvals	• Continued programming focus on projects most likely to deliver measurable paradigm shift, aligned to GCF investment criteria and country priorities, while scaling programming in alignment with Fund ambition • 88-95 FPs submitted to ITAP, including through the use of RPSP support and aligned with country pipelines
2.B	Strengthened access to adaptation finance for underserved countries & people/communities most impacted by climate change	• Reach total of 15-25 underserved countries (cumulative 2024-2027) • Approval of 10+ FPs with strong and innovative LLCA components, encouraging regional balance and links to direct access objectives • Review the portfolio of LLCA funded activities, to shape future LLCA programming focus and framework. • Advance the implementation of the 2026-2031 Gender Action Plan, including launch of the Engagement-to-Access Pathway for women's and women-led organizations • Complete the gender learning needs assessment and roadmap for NDAs/focal points, AEs and delivery partners, including through Readiness and PPF support • Present dedicated Indigenous Peoples Climate Framework	• Implement GCF-3 approach to addressing underserved countries • Approval of 10+ FPs with strong and innovative LLCA components, encouraging regional balance and links to direct access objectives • Present update to GCF Environmental and Social Safeguards • Scale gender capacity development for NDAs/focal points, AEs and delivery partners, and monitor gender-related Readiness and PPF support under the 2026–2031 Gender Action Plan • Continue implementation of the Engagement-to-Access Pathway to strengthen engagement with and access for women's and women-led organizations	• Approval of 10+ FPs with strong and innovative LLCA components, encouraging regional balance and links to direct access objectives • Continue targeted engagement with women's and women-led organizations to strengthen access to GCF climate finance and report on gender-related learning and results
2.C	Enhanced private sector engagement & mobilization of finance for climate action	• Submit 21-25 private sector funding proposals to ITAP • Approved private sector projects account for 40% of the GCF-2 portfolio	• Submit 27-29 private sector funding proposals to ITAP • Implement recommendations from private sector strategy review	• Submit 29-31 private sector funding proposals to ITAP • Build further investment partnerships with a

#	Intended outcomes	2027 deliverables	Provisional 2028 deliverables	Provisional 2029 deliverables
		• Review implementation of private sector strategy and prepare pipeline and business case report • Build 3-4 credible investment partnerships with partners the Fund has previously not worked with that lead to development of either co-investment structures or global deals • Conceptualize and develop a further 2-3 co-investment/ co-managed structures that mobilize capital • Build 1-2 global deals with a strong country ownership orientation to ensure national and climate alignment	• Conduct 4-5 regional roadshows to convene private sector and country actors • Build further investment partnerships with a strong country ownership orientation to ensure national and climate alignment • Conceptualize and develop further 2-3 co-investment/ co-managed structures that mobilize capital and 3-5 global deals	strong country ownership orientation to ensure national and climate alignment • Conceptualize and develop further 2-3 co-investment/ co-managed structures that mobilize capital and 3-5 global deals
2.D	Strengthened systems for managing the portfolio for impact, results, knowledge and learning	• Full implementation of the Monitoring and Accountability Framework, including all elements of Institutional and Project reporting and assessment, AE Compliance and Performance Assessments and improvements to monitoring approach and methods (e.g. risk-based monitoring, ad hoc checks, pilot of participatory monitoring). • Presentation of the Policy on Restructuring and Cancellations for Board consideration • Operationalize gender markers and strengthen gender-disaggregated portfolio data • Roll out the Harmonized Results Management Framework (HRMF)[6] and transition of the active portfolio to harmonized indicators and reporting arrangements	• Refresh readiness, accreditation and PPF dashboards • Ongoing review and refinement mechanism for the MAF • Conduct periodic assessments of project-level GAP implementation and launch the voluntary gender outcomes verification pilot • Assess ongoing alignment of HRMF with USP-3 • Full Implementation of a revised PRC (if adopted by Board) or publication of new operational guidance for the existing PRC (if policy is not adopted)	• Continue project-level GAP assessments and gender outcomes verification • Review of the implementation of the MAF • Ongoing review and implementation of HRMF
2.E	Strengthened leadership on climate finance & enhanced performance of the climate finance architecture	• Convene GCF Global Impact and Partnerships Conference[7] • Ongoing implementation of communications, outreach and advocacy strategies • Embed system for national/international media outreach through AEs especially DAEs • Publish flagship report on GCF-2 results, impact and learning • Deliver COP32 engagement strategy • Deliver targeted HRMF capacity building and technical support for Accredited Entities across key result areas and cross-cutting measurement[8] • Continue to build upon developing country media outreach and engagement plans, with outreach in all	• Convene regional dialogues • Ongoing implementation of communications, outreach and advocacy strategies • Implementation of flagship report recommendations • Publish 2026/2027 Impact Report • Deliver COP33 engagement strategy • Publication of results and impact reports using the • HRMF[9] • Continue developing country media outreach and engagement across all four regions, with annual country and media coverage targets to be recalibrated based on 2027 results	• Convene GCF Global Impact and Partnership Conference • Ongoing implementation of communications, outreach and advocacy strategies • Deliver COP34 engagement strategy • Continue developing country media outreach and engagement across all four regions, with annual country and media coverage targets to be recalibrated based on 2027 results

[6] Subject to approval of the Harmonized Results Management Framework by the GCF Board.
[7] Previously referred to as the GCF Global Programming Conference
[8] Subject to approval of the Harmonized Results Management Framework by the GCF Board.
[9] Subject to approval of the Harmonized Results Management Framework by the GCF Board.

#	Intended outcomes	2027 deliverables	Provisional 2028 deliverables	Provisional 2029 deliverables
		four regions with coverage in at least 50% of countries in each region, and coverage in at least eight to ten international and specialist media		
2.F	Establishment of GCF regional presence among developing countries	• At least 1 Regional office and 1 sub-regional office open, subject to the respective host country agreements entering into force	• Remaining regional offices open, subject to the respective host country agreements entering into force	
3. Focusing on people and institutional strengthening				
3.A	Alignment of institutional capacity, and organizational culture with the GCF strategy and value	• Develop and begin implementation of the People and Culture Transformation Programme, including the GCF Talent Philosophy and key frameworks for career, talent, engagement, mobility and workforce planning • Redesign and launch the performance management and development system and associated manager accountability model • Continue developing and strengthening the newly established Professional Conduct Unit to enable it to deliver an enhanced grievance mechanism, support informal dispute resolution, conflict of interest advisory and financial disclosure • Continued implementation of the Staff Regulations and Rules (SRR), including amendments required to support regional presence, mobility, performance and workforce management. Amend, replace or update Administrative Instructions and other instruments as required • Present annual salary scale review • Present 2028-2031 Work Programme and Budget, reflecting delivery of USP-3 • Strengthen internal communication including through the Green Shift intranet site, as well as other channels, to build staff awareness and increase engagement, particularly around people and culture, regional presence, and GCF events	• Roll-out redesigned PMDS models with performance conversations, development planning, assessment of high potential talent and manager capability requirements • Implement career, mobility and workforce planning frameworks supporting regional presence and talent development • Support the operationalisation of the Professional Conduct Unit • Complete priority modernization and alignment of administrative instructions and standard operating procedures with the People and Culture transformation programme • Implement leadership and manager capability plans • Present comprehensive review of the compensation framework in consultation with the Board, including the annual salary scale review • Enhance budget KPIs to enable comprehensive, informed, and strategic budget planning • Internal communications from regional offices to raise awareness of their role and activities and foster GCF culture across HQ and regional offices	• Conduct a comprehensive review of the transformation programme and refine frameworks based on implementation outcomes and workforce data • Review maturity levels of succession, leadership development, mobility and talent pipeline programmes • Evaluate effectiveness of the enhanced grievance mechanism • Present annual salary scale review • Further build internal communications functions across all GCF offices
3.B	Efficient and effective institutional systems and processes based on sound risk management and harnessing the power of data	• Policy on FX risk management • Revise the AML/CFT Policy and Standards, in collaboration with IIU • Implementation of a reformed internal governance framework • Submit a comprehensive review of GCFs approach to Privileges and Immunities • Enterprise Risk Management system fully implemented • Establish the foundations for the enhanced Data Strategy, including re-modeled to an AI-ready data architecture, AI-ready data models and integrated knowledge and impact data capabilities • Advance implementation of the IT Strategy through	• Refinement of the internal governance framework • Implement any outcome from the comprehensive review of Ps&Is • Scale integration and use of GCF data, including project, impact and climate trend/forecasting data, to strengthen analytics, impact measurement and decision-making • Scale modernization and integration of GCF's core digital platforms, including the one-stop GPP environment and core systems, to improve user experience, system agility and regional delivery • Expand AI-enabled capabilities to external-facing and multilingual services, including support for country	• Biennial review of the internal governance framework • Mature data governance and management, including relevant certification, and institutionalize integrated data capabilities supporting analytics, impact measurement and AI-enabled operations • Consolidate and optimize GCF's integrated core technology platforms to support efficient, resilient and increasingly automated institutional and programmatic operations • Scale AI-enabled automation across priority core platforms and routine business processes,

#	Intended outcomes	2027 deliverables	Provisional 2028 deliverables	Provisional 2029 deliverables
		integration and modernization of priority corporate and programmatic platforms, including GPP/PPMS and enabling systems supporting portfolio management and regional presence • Establish the GCF AI platform and deploy priority internal AI-enabled capabilities across programmatic and corporate processes	and partner engagement and funding proposal processes	based on measurable adoption and efficiency targets
3.C	Effective governance and support for the Board	• Develop handover protocols for Committees and Board membership and new Governance Manual • Implement a comprehensive and systematic Board members' training and development programme • Development of 2027 Board effectiveness proposal • Support the development and delivery of an annual Board retreat • Present updated Information Disclosure Policy • Present Observer Guidelines	• Enhance Board IT ecosystem • Implement the potential decisions related to Board effectiveness • Support the development and delivery of an annual Board retreat • New onboarding programme for Board members, alternate members, and advisers • Develop and implement a comprehensive and systematic Board members' training and development programme focused on Board committees	• Support the development and delivery of an annual Board retreat • Support a potential Board effectiveness review process • Implement a comprehensive and systematic Board members' training and development programme, including Board committees
3.D	Successful resource mobilization underpinning delivery of NCQG and the GCF's 50by30 vision, articulated in the 2028-2031 Strategic Plan (USP-3)	• Present 2028-2031 Strategic Plan (USP-3, RPSP, PPF, Private Sector) • Establish GCF-3 Investment Framework update • Implement the Board decisions on the arrangements for the GCF-3 Replenishment Plan, and associated policy framework • Mobilize pledges for GCF-3 replenishment • Present the report on the outcomes of GCF`s third formal replenishment • Implement commitment authority framework • Other risk management policies related to GCF-3 • Review of Financial Terms and Conditions • In support of the GCF-3 replenishment plan, initiate contributor-country media outreach and engagement in at least eight to ten countries	• Implement 2028-2031 Strategic Plan • Implementation of Investment Framework for GCF-3 • Implement the policy framework supporting broader resource mobilization efforts and continue resource mobilization under the framework • Finalize contribution agreements for GCF-3 pledges • Intelligence dashboards mapping GCF's overall engagement efforts across constituency • Continue contributor-country media outreach and engagement, with annual country coverage targets to be recalibrated based on 2027 results	• Continue implementation of the 2028–2031 Strategic Plan • Continue implementation of the Investment Framework for GCF-3 • Continue implementation of the policy framework supporting broader resource mobilization efforts and resource mobilization under the framework • Continue contributor-country media outreach and engagement, with annual country coverage targets to be recalibrated based on 2027 results

Annex VII: Output Based Budget

Table 1: Output-based budget summary for 2027-2029 (USD in thousands)

Strategic Objective Description	2027 Budgeted amounts	2028 Budgeted amounts	2029 Budgeted amounts
1. Enhancing country ownership and access	33,490	36,453	37,084
2. Delivering impact and results	53,858	58,782	59,825
3. Focusing on people institutional strengthening	42,118	46,009	47,182
Total	**129,466**	**141,244**	**144,091**

Table 2: Output-based budget details for 2027-2029 (USD in thousands)

Strategic Objective Description	2027 Budgeted amounts	2028 Budgeted amounts	2029 Budgeted amounts
1. Enhancing country ownership and access	**33,490**	**36,453**	**37,084**
Full-time staff	24,148	27,071	27,920
Consultants	698	700	842
Interns	293	300	287
Travel	1,537	1,575	1,553
Contractual services	2,432	2,698	2,671
Other operating costs	4,383	4,109	3,810
2. Delivering impact and results	**53,858**	**58,782**	**59,825**
Full-time staff	39,936	44,772	46,175
Consultants	2,218	2,294	2,118
Interns	372	379	372
Travel	2,675	2,741	2,704
Contractual services	4,173	4,373	4,520
Other operating costs	4,483	4,224	3,935

Strategic Objective Description	2027 Budgeted amounts	2028 Budgeted amounts	2029 Budgeted amounts
3. Focusing on people institutional strengthening	**42,118**	**46,009**	**47,182**
Full-time staff	28,791	32,277	33,289
Consultants	1,716	1,916	2,036
Interns	484	488	486
Travel	1,480	1,516	1,496
Contractual services	3,084	3,340	3,714
Other operating costs	6,564	6,472	6,162
Total	**129,466**	**141,244**	**144,091**

Annex VIII: Total administrative budget including independent units (USD in thousands)

Code	A Budget category/ subcategory	B 2026 Approved budget	C 2026 Forecast	D Proposed 2027 budget	E= (D-C)÷C % change over 2026 Forecast	F Proposed 2028 budget	G Proposed 2029 budget	H= (F-D)÷D YoY change: 2028 vs. 2027 (%)	I=(G-F)÷F YoY change: 2029 vs. 2028 (%)	J 3 Year CAGR
1	Board	5,017	4,994	5,889	18%	5,855	6,025	-1%	3%	6%
2a	Secretariat	121,419	119,533	129,466	8%	141,244	144,091	9%	2%	6%
2b	Flexible operational budget (3%)	-	-	3,884	n/a	-	-	n/a	n/a	n/a
3	Trustee	6,547	6,547	7,361	12%	7,433	7,341	1%	-1%	4%
4	Board Contingency (1.5%)	2,039	-	2,177	n/a	n/a	n/a	n/a	n/a	n/a
5	Emergency Contingency (2%)	2,719	-	2,903	n/a	3,148	3,214	6%	2%	n/a
6	Independent Units	15,108	13,446	15,669	17%	16,143	16,599	3%	3%	7%
6a	Independent Redress Mechanism	3,044	3,029	3,363	11%	3,686	4,074	10%	11%	10%
6b	Independent Integrity Unit	4,255	3,724	4,594	23%	4,839	4,771	5%	-1%	9%
6c	Independent Evaluation Unit	7,809	6,693	7,713	15%	7,618	7,754	-1%	2%	5%
	Grand total	**152,849**	**144,520**	**167,349**	**16%**	**173,823**	**177,270**	**4%**	**2%**	**7%**

Annex IX: Salary scale review and adjustment

I. Introduction

1. The Secretariat conducts an annual review of the salary scale in accordance with the methodology approved by the Board. The annual review provides a structured mechanism to assess whether movements in the relevant labour markets warrant an adjustment to the salary scale, while a more comprehensive review of the compensation framework is undertaken every four (4) years in consultation with the Board.

2. At its forty-fifth meeting, the Board through decision B.45/19 adopted the Methodology for Salary Scale Review and Adjustment, establishing a transparent, evidence-based and predictable mechanism for assessing movements in market pay.

3. The Secretariat has thus conducted a 2026 salary scale review in accordance with the methodology approved by the Board through decision B.45/19 and presents the results and proposed salary scale adjustment for Board consideration.

II. Approach to the annual salary scale review

4. The methodology adopted by the Board through B.45/19 is centered on two primary measures of input: market pay movement and cost of labour. Combined, these measures are designed to provide complementary perspectives on changes in the markets relevant to GCF, where market pay movement measures changes in actual compensation levels in comparator markets where GCF competes for talent, while cost of labour provides a broader measure of changes in the actual price for talent that employers pay.

III. 2026 salary scale review

5. While conducting the salary scale review in 2025, the Secretariat found that inflation data alone was not a sufficiently significant factor for scale review and adjustment. Instead, the driver for such review and adjustment should be a combination of multiple factors including inflation, cost of labour, and cost of living index, to maintain the competitiveness in the market that the Fund competes to attract talents.

3.1 Market pay movement

6. One of the primary inputs under the methodology is market pay movement which measures changes in compensation levels across the labour markets relevant to GCF.

7. The 2026 market pay movement analysis was undertaken by an external global compensation firm and utilized the same four (4) comparator groups and associated weightings applied as part of the GCF salary structure under the Staff Regulations, which was approved by the Board through decision B.42/15. The four comparator groups represent the principal markets from which GCF attracts talent: quasi-public/international financial institutions, public organisations, impact investing/humanitarian organisations, and the private sector.

8. The reported market pay movements, reported at 4.1%, and their respective weights are as follows:

Table 1: Market pay movement by comparator group

Comparator group	Market pay movement	Weight
Quasi-public / IFI	4.77%	25%
Public	3.85%	25%
Impact investing / Humanitarian	4.36%	15%
Private	3.7%	35%
Weighted market pay movement	4.1%	100%

3.2 Cost of Labour

9. The second primary input is the cost of labour index. A separate, independent global compensation firm provided the relevant cost of labour information for the 2026 review.

10. The reported change in the cost of labour between 2025 and 2026 is 2.9%.

IV. Results from the 2026 salary scale review

11. In accordance with Board-approval of the methodology for salary scale review (decision B.45/19), market pay movement and cost of labour are given equal weighting in determining the salary scale adjustment index. For the 2026 review, application of the two primary inputs resulted in an index of 3.5%.

Table 12: 2026 salary scale adjustment index

Primary input	2026 movement	Weight
Market pay	4.1%	50%
Cost of labour	2.9%	50%
Scale adjustment index	3.5%	

V. Recommended salary scale adjustment for 2027

12. Based on the outcome of the 2026 annual salary scale review, the Secretariat proposes an adjustment of 3.5% to the GCF salary scale, effective 1 January 2027, as set out in table XX below.

Table 3: Recommended salary scale adjustment for 2027

Grade	Minimum	Midpoint	Maximum
A	258,800	310,500	362,300
B	196,700	253,600	310,500
C	148,000	193,500	239,100
D	112,800	148,000	183,200

Grade	Minimum	Midpoint	Maximum
E	92,100	122,100	152,100
F	74,500	99,400	124,200
G	49,700	71,400	93,200
H	41,400	58,000	74,500
I	32,100	48,600	65,200

Annex X: Policy for contributions to the Green Climate Fund for the third replenishment

I. Resource mobilization approach for the third replenishment

1. This Policy for Contributions (the "Policy") will apply to the Green Climate Fund's (GCF or the 'Fund') third replenishment period (GCF-3) with a view to continuing to apply to future replenishments.

2. The Policy implements the provisions of the Governing Instrument for the GCF regarding the sources and receipt of financial inputs[1] by establishing the rules applicable to the replenishment process, and by providing the modalities for the receipt of such inputs and triggering their use. The objective of the Policy is to maximize concessional funding for developing countries, consistent with the Fund's mandate, Governing Instrument, governance arrangements, and operational model.

3. Without prejudice to the foregoing, the third replenishment process will be subject to the following:

(a) **A pledging process and end date for replenishment pledging**: contributors will be invited to pledge contributions at a formal GCF-3 pledging conference.[2] Based on decision B.05/04, GCF will maintain flexibility to receive financial inputs on an ongoing basis;

(b) **A minimum contribution**: there will be no minimum contribution threshold for Parties to the United Nations Framework Convention on Climate Change (the "Convention") and Non-Parties to the Convention (e.g., other sovereign entities, regional governments, states and cities) to participate in the replenishment consultation process and to make pledges and contributions;

(c) **A replenishment period**: GCF's replenishment process will secure financing for the four-year period beginning on 1 January 2028 and ending on 31 December 2031;[3]

(d) **Effectiveness**: GCF's commitment authority for GCF-3 will become effective when 25 per cent of the total amount pledged[4] at the pledging conference is confirmed by fully executed contribution agreements/arrangements;[5]

(e) **A trigger for the fourth replenishment process:** GCF will initiate the next replenishment 30 months after the commencement of GCF-3 in order to allow sufficient time for the preparation and consideration of such reports and/or evaluations as may be necessary; and

(f) **Carry-over of funds**: resources carried over from one replenishment period to the following replenishment period will consist of the following:

  (i) Amounts contributed in cash or promissory notes not committed by the end of the relevant replenishment period;

  (ii) Any investment income, reflows, and other funds from financial instruments not committed by the end of the relevant replenishment period; and

[1] In particular, paragraphs 29 and 30 of the Governing Instrument.
[2] Date to be confirmed.
[3] Decision B.45/18.
[4] Based on the reference exchange rate agreed for the pledging conference.
[5] "Fully executed contribution agreement/arrangement" refers to unqualified and unconditioned contribution agreement/arrangement with fixed payment or deposit schedule and signed by all Parties.

(iii) Unpaid cash or promissory notes per fully executed contribution agreements/arrangements.

(g) **Confirmation of pledges and payments and/or deposits**:

(i) All pledges will be confirmed by fully executed contribution agreements/arrangements, to be followed by payment and/or deposit according to the agreed schedule in the contribution agreements/arrangements; and

(ii) All unconfirmed pledges, non-receipt of payments in cash or deposit of promissory notes, or non-encashment of promissory notes will be recorded in document "Status of the Green Climate Fund resources" until they are confirmed by fully executed contribution agreements/arrangements and paid and/or deposited in accordance with the relevant agreements/arrangements.

II. Sources of funds

4. The Governing Instrument states that "[t]he Fund will receive financial inputs from developed country Parties to the Convention", and "may also receive financial inputs from a variety of other sources, public and private, including alternative sources."[6]

5. GCF may also receive financial inputs, among others, from the following sources:

(a) Non-Parties to the Convention;

(b) Public and private entities; and

(c) Philanthropic foundations.

6. Financial inputs from Parties to the Convention and Non-Parties to the Convention, such as other sovereign entities, regional governments, states and cities, will be accepted on the basis of pledges received by GCF in accordance with this Policy for Contributions.

7. Financial inputs from other sources, including public and private entities, philanthropic foundations, and alternative sources, may also be received, in accordance with the applicable separate policy.[7] This Policy does not apply to such financial inputs.

8. Additionally, sources of funds may include, but are not limited to:

(a) Investment income earned on the balance of the GCF Trust Fund;[8] and

(b) Reflows from outgoing loans and other financial products, including interest and principal repayments, net of repayments to loan contributors.

III. Types of contributions/financial inputs

9. Consistent with decision B.05/04, paragraph (d), GCF will receive the following types of contributions/financial inputs:

(a) Grants from public and private sources;

[6] Governing Instrument, paragraphs 29 and 30.
[7] Policy on Contributions from Other Sources not Covered in the Policy for Contributions to the Green Climate Fund (decision B.46/18).
[8] This includes investment income earned on balances transferred by GCF to implementing entities and intermediaries (if applicable).

(b) Paid-in capital[9] from public sources;

(c) Concessional loans from public sources; and

(d) Additional types of inputs to be decided by the Board.

Table 1: Contribution/financial input types and uses

Contribution/Financial Input Type	Definition	Illustrative Uses by GCF
Grant	• Funds provided in cash or by promissory note • No repayment obligation • Cash and promissory notes are assets of GCF	• Any financial instruments approved by the Board, (e.g. grants, concessional loans, equity, guarantees) • Administrative budgets, accredited entities (AE) fees (i.e. fees that AE may be entitled to receive for project implementation or other services to be performed by AE) • Other uses as may be decided by the Board
Loan	• Funds provided in cash • Obligation of GCF to repay the contributor, with or without interest • Cash drawdowns are assets of GCF, creating a corresponding liability of GCF	• Loans on terms less concessional than the loan contributions
Capital[10]	• Funds provided in cash or by promissory note • Capital contributor may receive a potential return of its contribution, in whole or in part of pro rata share upon wind-up of GCF, depending on the availability of such funds at the time • Capital contributions are assets of GCF, creating a corresponding liability of GCF	• Financial instruments which generate reflows regardless of the concessionality level (e.g., concessional loans, guarantees generating fee income). Thus, capital contributions may not be used to finance grants unless the specific terms of the capital contribution so allow • Other uses as may be decided by the Board

10. **Tracking of contribution/financial input types and their uses:** tracking of different types of contributions/financial inputs and their uses by GCF in accordance with its relevant contribution policies will be performed by the Secretariat under the financial risk management

[9] The term "paid-in capital" used in previous decisions and GCF documentation does not denote capital (or equity of GCF) that may be used as collateral or otherwise to leverage borrowing by GCF (e.g., as in the case of a financial institution or multilateral development bank) but rather refers to "capital" as defined in table 1.

[10] As referred to as "paid-in capital" in previous decisions and GCF documentation.

framework (FRMF)[11] to avoid cross-subsidization between grant and non-grant contributors. Additional guidance will be drawn from the risk management framework (RMF) and internal guidelines, as appropriate.[12]

11. **Tracking of capital contributions:** capital contributions will be tracked and reported to the relevant contributors and to the Board, as needed.

12. **Tracking of loan contributions:** as part of the implementation of the FRMF[13] by the Secretariat, the system for tracking loan contributions reflects that:

(a) Loan contributions will be tracked separately from grants and capital contributions; and

(b) All loan contributions will be co-mingled, and grant amounts in respect of any cushion provided by the loan contributors, where applicable, will be tracked and applied in accordance with the applicable loss-absorption arrangements under paragraph 38.

IV. Conditions applicable to all types of contributions/financial inputs

13. **Legal arrangements for contributions/financial inputs:** contributions/financial inputs to GCF will be facilitated through legal agreements/arrangements signed by the contributors, GCF, and the Trustee, which is the existing mechanism for receiving contributions/financial inputs to the GCF Trust Fund.

14. **Size of contributions/financial inputs:** GCF may accept pledges and contributions/financial inputs of any size from Parties to the Convention and Non-Parties to the Convention.[14]

15. **Currency:** it is recommended that all contributions/financial inputs be made in major freely convertible currencies. In accordance with prior decisions, including the FRMF and RMF, the Secretariat will consider taking appropriate measures to manage currency risk related to the receipt, use, and any repayment obligations related to contributions to GCF. Further details on the management of foreign exchange risk are provided in paragraph 47 below.

16. **Requirement to provide grants**: all contributors will be required to provide a grant contribution. Contributions/financial inputs in other forms will be accompanied by a minimum grant contribution to GCF in respect of the administrative costs and expenses of GCF (collectively referred to as "administrative budget"),[15] and accredited entity (AE) fees associated with the implementation and use of the non-grant contribution/financial input, where such resources cannot be used for such non-reimbursable uses. Further details on providing grants are provided in paragraphs 22 and 29 below. The grant contribution required in respect of administrative costs and expenses will be counted as part of the contributor's overall contribution to GCF.

17. **Timing**: GCF will accept contribution payments pursuant to the contribution/legal agreements/arrangements. Regarding the instalment schedule for payment of cash and deposit of promissory notes during the replenishment period, contributors are strongly encouraged to

[11] The revised initial FRMF (submitted to the Board at B.26 as annex I to document GCF/B.26/Inf.10/Add.01 titled "Reports from committees, panels and groups of the Board of the Green Climate Fund") or any subsequent updates or revisions to the FRMF.

[12] The Secretariat will include in its regular reporting to the Board on the status of GCF resources a detailed breakdown of contribution types, subtypes, and any related loss absorption measures as described in paragraph 38 below.

[13] Or any subsequent updates or revisions to the FRMF.

[14] Conditions, including minimum size, related to contributions from non-Parties and other sources contemplated in the Governing Instrument, will be considered by the Board for decisions independently.

[15] Including the Trustee and other functions.

fulfil their payments and/or deposits (i) within the replenishment period and (ii) by the end of third quarter of each year of the respective replenishment period, in accordance with the corresponding payment and deposit schedule, to support predictable funding decisions and programming by the Board.

V. Conditions for grant and capital[16] contributions

18. **Grants:** a contribution made in the form of a grant may be used for any financial instruments (e.g., grants, concessional loans, equity, guarantees), administrative budgets, and AE fees.

19. **Maximizing the grant element:** Grant resources are uniquely important and remain central to the Fund's mandate and risk appetite. In consideration of the requirements of the FRMF[17] and the limitations on GCF's use of non-grant contributions, contributors are encouraged to maximize contributions in the form of grants.

20. **Capital:** a contribution made in the form of capital may be used for financial instruments which generate reflows regardless of the concessionality level (e.g., concessional loans, guarantees generating fee income). Capital contributions may not be used to finance grants[18] or administrative budgets, unless the specific terms of the capital contributions allow for such use.

21. Both capital and grant contributors may receive the return of their pro-rata share of the GCF Trust Fund balance in the event GCF were to wind up operations. The distinction between grant and capital contributions is that the pro-rata share of the remaining funds at the time of the termination of GCF that would be attributable to the grant contributors would be reduced by the amount of outgoing grants made by GCF (including administrative budgets and AE fees). The pro-rata shares of the capital contributors would not be subject to such reduction.

22. Capital contributors would be required to make a grant contribution to cover administrative budgets and AE fees, unless the specific terms of the capital contributions allow for financing of grants or administrative budgets. The amount of the additional grant contribution required should be at least 10 percent of the amount of the pledged capital contribution. The amount may be adjusted based on an analysis of actual administrative budgets approved during the replenishment period, AE fees, and any other factors.[19]

23. For the purposes of this Policy for Contributions, the aggregate capital contribution share shall be defined as the total amount of pledges and/or contributions confirmed by fully executed contribution agreements/arrangements in the form of capital as a percentage of the aggregate amount of pledges and/or contributions confirmed by fully executed contribution agreements/arrangements at any point during the relevant replenishment period. The share shall be calculated using the reference exchange rate for GCF-3.[20]

24. **Payment of grant and capital contributions:**

(a) **Method of payment**: payments may be made in cash or, at the option of the contributor, and with the agreement of GCF and the Trustee, by depositing, in a designated custody

[16] Also referred to as "paid-in capital" in GCF documents.
[17] Pursuant to paragraph 2(a) of GCF's initial financial risk framework adopted through decision B.07/05, "[t]he Fund will in aggregate seek to maximize grant contributions, taking into account its theme-based allocation. It is foreseen that grant contributions must significantly exceed loan amounts".
[18] Capital contributions may also not be used for administrative budgets or AE fees.
[19] The figure of 10 per cent is an estimate of total costs and fees and in no way presupposes a Board decision on AE or other fees or costs of GCF.
[20] To be agreed during GCF-3 consultation meetings.

account, non-negotiable, non-interest-bearing promissory notes, to be drawn down in cash on demand;

(b) **Encashment of promissory notes**: for those contributors who elect to make contributions in the form of promissory notes, the encashment of promissory notes will be based on an encashment schedule and related terms agreed between the contributor and GCF. To the extent possible, the encashment schedule will be agreed among the parties allowing encashment on specific dates. The period within which the encashment will take place shall not exceed nine years starting from the beginning of the relevant replenishment period. This can be reviewed again during the subsequent replenishment process; and

(c) **Encashment schedule:** for the purposes of encashment, the indicative schedule set out in table 2 may apply.

Table 2: Indicative encashment schedule for the third replenishment period

Calendar Year	Percent of Contribution
2028	6.7%
2029	11.7%
2030	15.6%
2031	12.3%
2032	11.9%
2033	11.9%
2034	11.3%
2035	10.4%
2036	8.2%
Total	100.0%

25. For those contributors that choose to accelerate their cash payment or encashment schedule compared to the indicative encashment schedule provided in table 2, a credit will be provided which will be added to the nominal pledge amount. This credit will be calculated as the difference between the present value of the standard encashment schedule and the contributor's encashment schedule. The discount rate for calculating the present value will be based on the estimated investment return on GCF's liquidity over the term of the encashment schedule. For the purposes of GCF-3, the discount rate would be 5.06 per cent. The encashment schedule will in no way prejudice the operation of GCF in terms of programmatic decisions and disbursement profile. The encashment schedule may be reviewed in the future replenishment processes based on the approved projects' projected disbursement needs.

26. The Secretariat may also agree with the relevant contributor to encash promissory notes on a basis other than that of the indicative encashment schedule as long as the revised encashment schedule is no less favourable to GCF than the indicative encashment schedule, in present value terms. Any credits gained from this revision may be reported.

VI. Conditions for loan contributions

27. **Non-cross subsidization:** To ensure the financial sustainability of GCF, transparency, and equal treatment of contributors, there will be no cross-subsidization between sovereign and sub-sovereign providers of grants and providers of loans.[21]

28. **Role and use of loan contributions:** Loan contributions are intended to increase the Fund's overall concessional resources while preserving the principle of maximizing contributions in the form of grants. The receipt of loan contributions is not intended to substitute for grant contributions or, by itself, determine the Fund's programming or outgoing financial instrument mix, which shall remain guided by Board-approved strategic programming and applicable allocation, financial, and risk parameters.

29. Loan contributions will be used to finance loans on terms less concessional than the loan contributions and will be unavailable for non-reimbursable uses, such as to provide grants, to finance the administrative budgets, and AE fees. Therefore, loan contributors would be required to provide a grant contribution to cover administrative budgets and AE fees. The amount of the additional grant contribution required should be at least 10 percent of the amount of the pledged loan contribution. The amount may be adjusted based on analysis of actual administrative budget approved during the replenishment period, AE fees, and any other factors.[22]

30. **Calculation of aggregate loan contribution share:** For GCF-3, the Secretariat will calculate the aggregate loan contribution share using the foreign exchange rate at the end of the previous quarter or other latest foreign exchange rates as agreed.

31. Aggregate loan contributions shall be subject to a prudential limit designed to preserve GCF's capacity to finance grant-based activities. Consistent with paragraph 28 of this Policy, where the receipt of loan contributions would require changes to the Board-approved financial terms and conditions of the Fund's instruments, including as a result of foreign exchange movements, the Board shall review the situation and determine whether such contributions can be accepted.

32. For the purposes of this Policy for Contributions, the aggregate loan contribution share shall be defined as the total amount of pledges and/or contributions confirmed by fully executed contribution agreements/arrangements during the replenishment period in the form of loans as a percentage of the aggregate total amount of pledges and/or finalized contributions confirmed by fully executed contribution agreements/arrangements at any point during the relevant replenishment period.

33. **Reporting of loan contributions:** The Secretariat will continue to monitor the aggregate loan contribution share and submit an assessment of the financial and programming implications of loan contributions to the Board for consideration, consistent with and subject to paragraph 28 above.

34. **Reporting of the grant equivalence of a loan contribution:** funding received and extended by GCF will be accounted for in grant-equivalent terms based on the standard methodology developed by GCF with the support of the Trustee, which was based on best international practices and adopted in previous replenishment cycles, to provide an accurate

[21] Paragraph 2(c) of the Revised Initial Financial Risk Management Framework, endorsed by the Risk Management Committee, see B.26/Inf.10/Add.01.
[22] The figure of 10 per cent is an estimate of total costs and fees and in no way presupposes a Board decision on AE or other fees or costs of GCF.

comparison of funding amounts between financial instruments.[23] [24] Indicative grant equivalency rates are presented in appendix III.

35. **Loan drawdowns:** the proceeds of the loan contributions, payable in cash, will be held in the GCF Trust Fund. Loan contributions will be drawn down on a schedule agreed by GCF and the contributor.

36. **Provisions for non-performing loans:** losses arising from GCF's loan portfolio will be allocated on a pro-rata basis among the contributors supporting that portfolio. Based on decisions on the FRMF,[25] to further avoid cross-subsidization between grant and non-grant contributors:

(a) The Secretariat will track loan performance and resource flows; and

(b) Any financial losses arising from a given portfolio will be allocated on a pro-rata basis among the relevant loan, grant, and capital contributions supporting that portfolio, subject to the applicable loss-absorption arrangements under paragraph 38 and the principle of no cross-subsidization between grant and non-grant contributions.

37. **Cash-flow monitoring and modelling by the Secretariat**: as noted above, the role of the FRMF and the Secretariat will be crucial in the management of contributions, and particularly the tracking of loan contribution cash flows.

38. **Loss-absorption measures:** in addition to the grant contribution amount required to cover administrative budgets and AE fees (described in paragraph 29 above), each loan contribution will be subject to loss-absorption measures, as specified in the relevant contribution agreement. Such measures may include an additional grant contribution as a cushion[26] for non-performing loans or other binding arrangements agreed between the contributor and GCF, taking into account expected portfolio losses[27] and applicable risk management requirements.[28] In all cases, the write-down risk for losses exceeding any provided cushion will be borne by the loan contributor, not GCF.

(a) Where a cushion is provided, it will be held as part of the assets of the GCF Trust Fund and will be available for use to make payments to the respective loan contributor in the event reflows from outgoing loans are not sufficient to cover repayments due to that contributor, in accordance with the principle of no cross-subsidization.[29]

(b) GCF will manage and monitor the relevant portfolio exposures in accordance with its risk management framework and agreed risk appetite, with a view to minimizing losses. If, despite all reasonable efforts to maintain the risk profile of the portfolio of GCF in line with the agreed risk appetite, losses arise or the agreed loss-absorption measures prove insufficient, the loan contribution agreement shall require that the loan contributor may be subject to write-down of principal and/or interest repayments, may be required to make additional grant contributions, or may be subject to other specified loss-absorption measures.

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[23] Decision B.07/06, annex XIV, paragraph 2(b).
[24] The discount rates for the calculation of the grant-equivalent terms of the donor loan contributions represent the US dollar discount rates used by the International Development Association for estimating the grant element of its concessional partner loans under its most recently concluded replenishment.
[25] Decision B.07/05.
[26] In line with the Risk Management Framework.
[27] Expected portfolio losses are currently estimated at approximately 17 percent, based on the existing GCF loan portfolio and applicable modelling assumptions. This estimate is indicative and does not prescribe the loss-absorption arrangements for individual contributions.
[28] Such binding arrangements will be reported to the Board, consistent with paragraph 10 above.
[29] Reflows are expected to be insufficient until such time as interest payments are received on financing extended by GCF.

For illustration purposes, assuming expected portfolio losses of 17 percent: (i) a contributor electing to provide no cushion (0 percent) would bear the full implied write-down exposure of 17 percent; (ii) a contributor electing a partial cushion of 10 percent would bear residual write-down exposure of up to 7 percent; and (iii) a contributor electing the full expected loss cushion (17 percent) is protected up to that amount. This example is indicative and does not prescribe the loss-absorption arrangements for individual contributions. In all cases, contributors would bear write-down risk for losses exceeding expected levels.

(c) In the event there is an excess amount of cushion, as determined by GCF and the loan contributor, the excess amount may be released and used as a grant contribution. Loan cushions will not count toward grant-equivalency calculations.

(d) The Secretariat will review the implementation and adequacy of the loss-absorption arrangements in subsequent replenishment processes.

39. **Terms of loan contributions:** the terms of loan contributions will ensure that the average level of concessionality of outgoing loans will be less than the average concessionality level of incoming loan contributions, with a sufficient margin to cover a credit risk. Proposed loan contribution terms are contained in appendix I to this Policy for Contributions.

VII. Payment waterfall

40. Commitment authority represents the maximum incremental exposure that GCF may commit under its funding decisions[30] while maintaining its financial resilience. Funding decisions will be made against the total amount of available resources in the form of cash and promissory notes in the GCF Trust Fund, calculated based on the latest available foreign exchange rate at the time of calculation. Commitment authority shall be determined in accordance with the FRMF and the refined Commitment Authority Framework methodology endorsed by the Board in decision B.45/01.

41. Based on the tracking by GCF, as part of the implementation of the FRMF, the refined Commitment Authority Framework methodology is expected to enable GCF to meet its obligations and support funding decisions in a prudent and sustainable manner. The Secretariat will report on relevant financial and risk indicators, including through the Risk Management Dashboard on a quarterly basis and other regular financial and risk reporting to the Board, to support transparency regarding the Fund's financial resilience and available resources. In the unlikely event that, despite the applicable safeguards, GCF faces insufficient funds to meet its payment obligations, available funds will be committed and transferred in the following order of priority:

(a) Payment of administrative budgets and AE fees, to be made from resources available in the Trust Fund, subject to the permitted uses of each type of contribution;

(b) Transfers to AEs for projects and programmes, to be made based on resources available in the Trust Fund and subject to the permitted uses of each type of contribution; and

(c) Payment of interest and repayment of loans to the loan contributors, to be made from:

(i) Reflows received by GCF from loans extended to AEs; and

[30] Funding decisions include decisions on funding proposals, the Readiness and Preparatory Support Programme, the Project Preparation Facility, accredited entity management fees, any approved set-asides, the administrative budget (including for the independent units) and any other financial commitments made by the Board.

(ii) The cushion described above, in line with the principle of avoiding cross-subsidization between grant and non-grant contributions.

VIII. Liquidity risk management

42. Liquidity risk in relation to contributions represents the possibility of not having sufficient available cash in the Trust Fund to meet payment obligations of GCF, including cash transfers for projects and programmes and debt service payments to loan contributors. Liquidity concerns would arise, if GCF's cash position was lower than its scheduled or unscheduled payment obligations at any point in time.

43. In accordance with the decision on GCF's FRMF and RMF, mechanisms are put into place to ensure that liquidity risk in relation to contributions is closely managed and monitored by GCF.[31] Under the mechanisms to manage this liquidity risk, GCF will:

(a) Commit only in accordance with the refined Commitment Authority Framework methodology;

(b) Closely monitor the risk of non-payment;

(c) Closely monitor and report to the Board on non-payment of contributions based on agreed schedules; and

(d) Set aside a financial reserve from the funding available for the minimum liquidity requirements as determined by the GCF's RMF.

IX. Managing risk of non-payment of contributions/financial inputs

44. Related to liquidity management is the risk that:

(a) Pledges are not converted into signed agreements/arrangements to provide contributions;

(b) Instalment payments, deposits, encashments, or any amounts due under the signed agreements/arrangements are not paid or deposited on time; and

(c) The non-encashments of promissory notes, or lack of liquidity, could affect the disbursements to the approved programmes and projects.

45. Non-conversion of pledges into signed agreements/arrangements, non-receipt of the payments in cash or deposit of promissory notes, or non-encashment of promissory notes may affect the Fund's ability to meet programming needs and payment obligations in a timely manner.[32]

46. Any pledges that are not converted into fully executed agreements/arrangements and non-payment of contributions will be reported regularly to the Board by the Secretariat as part of its reporting to the Board on the status of the resources. The Secretariat should regularly and actively engage with the relevant contributors to review and seek to address the situation, if any.

[31] Decision B.07/05.

[32] The risk of inability to encash promissory notes is not considered here; it is deemed to be low based on the prevalence of the requirement for budget and legislative authority by the contributor prior to the deposit of promissory notes.

X. Foreign exchange risk management

47. Foreign exchange risk will be managed, monitored and reported in the confines of the GCF's RMF and the Policy to Minimize the Effect of Currency Fluctuations on the Commitment Authority of GCF.[33]

48. For the purpose of reporting the pledges/contributions, GCF may use multiple currencies, as part of the monitoring of foreign exchange risks.

[33] Decision B.34/22.

Appendix I: Loan contribution terms

1. It is recommended that the terms of loan contributions be standardized for all contributors. Two options for loan terms may be chosen:

(a) A more concessional option (Option 1); and

(b) A less concessional option (Option 2).

2. Standardized loan terms would facilitate risk and cash flow management by GCF.

3. These terms will apply for the third replenishment period, and may be reviewed in the future, during the subsequent replenishment processes. They may also need to be reviewed based on the terms chosen by the Board for concessional lending by GCF, to ensure that such terms (maturity and interest rate) of loan contributions are more concessional than the high concessional loans to the projects from GCF, which has 0 per cent and 40 years maturity. Any revision to the standardized loan contribution terms set out in this Appendix would require that loans programmed by GCF remain on less concessional terms than the revised contribution terms, to ensure that the Fund can service its loan contribution obligations from project reflows.

(a) **Maturity:** the maturity of loan contributions will be 40 years for option 1 and 25 years for option 2;

(b) **Grace period**: the grace period of loan contributions will be 10 years for option 1 and 5 years for option 2 and will apply to interest and principal repayments;

(c) **Principal repayments**: straight-line amortizing repayment schedule after the grace period payments every six months;

(d) **Interest rate:** loan contributions will attract a fixed coupon rate of up to 1 per cent per annum payments every six months (applicable to options 1 and 2) after the grace period; and

(e) **Drawdown of loan proceeds**: GCF will draw down loan funds from contributors as agreed between GCF and the contributor.

Appendix II: Indicative calculation of grant element

Indicative grant equivalence of the GCF loan contributions

Consistent with prior contribution agreements, GCF will apply the discount rate applied for calculating loan grant equivalency in the most recently launched International Development Association (IDA) replenishment relative to the GCF-3 pledging conference.

For illustrative purposes, the table below indicates the rates applied for IDA's 21st replenishment (IDA21). These rates will be updated with the rates applied for IDA's 22nd replenishment (IDA22), expected in 2027. Once confirmed, these rates will be applied to calculate grant equivalence for loans for GCF-3. Different assumptions with respect to loan terms are presented below (assuming a four-year fixed drawdown period):

Maturity (years)	Grace period (years)	Interest rate (per annum)	Discount rate (per annum)	Grant equivalence
40	10	1.00%	4.89%	56.57%
40	10	0.00%	4.89%	63.34%
25	5	1.00%	4.71%	35.86%
25	5	0.00%	4.71%	42.48%

Annex XI: Guarantees as a new type of financial input from sovereign and sub-sovereign sources

I. Types of contributions/financial inputs

Contribution/Financial Input Type	Definition	Illustrative Uses by GCF
Guarantee[1]	• Guarantees provided by an investment-grade sovereign or sub-sovereign • Contingent funds (not provided by sovereign or sub-sovereign upfront) • Guarantor commits to providing an agreed contingent grant contribution, upon triggering of objective and verifiable conditions specified in the applicable legal arrangements. • Upon execution of legal arrangements, guarantees will be recorded as a contingent asset in the notes to the Financial Statements; upon call of a guarantee, the relevant amount would be recognized as a receivable and provided as a grant contribution	• Supporting deployment of guarantees as a GCF financial instrument • Limiting potential losses that might accrue on GCF's loan exposures (as a credit risk guarantee) • Other uses as may be decided by the Board

1. **Tracking of guarantees:** Sovereign and sub sovereign guarantees will be tracked separately from grant, loan, and capital contributions, and reported to the relevant guarantors and to the Board, consistent with established reporting arrangements. Such tracking for guarantees shall include, for each guarantor:

(a) The total guarantee, tenor, trigger conditions, termination dates, and conditions under which exposure would be extinguished without call;

(b) The total exposure allocated to a specific use;

(c) Any grant contribution amounts called and settled; and

(d) The total outstanding exposure.

II. Conditions for sovereign and sub-sovereign guarantees

2. The receipt and use of sovereign and sub-sovereign guarantees shall be subject to this Policy and the terms of the relevant legal arrangements. Indicative terms are proposed In Section III below.

3. Guarantees received may be used for purposes including:

[1] A sovereign or sub-sovereign guarantee financial input, is recorded as a contingent asset, resulting in a grant contribution once called.

(a) Supporting deployment of guarantees as a GCF financial instrument;

(b) Serving as a credit enhancement guarantee applied to GCF's loan portfolio, transferring a share of risk to limit potential losses; or

(c) Other uses as may be decided by the Board.

4. Guarantees may be pledged subject to the guarantor's domestic legal and administrative requirements. Upon execution of the corresponding legal arrangements, guarantees must be legally binding, unconditional, and irrevocable. At that time, they will be recorded as a contingent asset in the notes to the Fund's Financial Statements. Upon a valid call, the relevant amount will be recognized as a receivable and provided as a grant contribution.

5. A guarantee shall not confer upon the guarantor or any related entity preferential access or treatment in relation to GCF accreditation, procurement, funding decisions, or funded activities, or authority over the identification, selection, appraisal, approval, or implementation of individual GCF-funded activities.

6. The applicable legal arrangements for guarantees will stipulate terms including:

(a) The specified exposure type that the guarantee will cover;

(b) Objective and verifiable triggers for a call on the guarantee, grant payment mechanics, and settlement timeline;

(c) The maximum callable amount, currency denomination, and term; and

(d) Any applicable fees.

7. Guarantees may only be called upon by the Fund to cover losses, payment obligations, or liquidity shortfalls arising from the specified exposures, and may not be called upon to cover administrative expenses, financing of grant financial instruments, or AE fees.

8. If multiple guarantors support the same exposure, calls will be made pro rata based on committed exposure unless otherwise specified.

9. Consistent with paragraph 16 of the Policy contained in Annex X, guarantors would be required to also make an additional grant contribution to cover administrative budgets and AE fees. The amount of the additional grant contribution required should be at least 10 percent of the amount supported by the guarantee. The additional grant amount may be adjusted based on an analysis of actual administrative budgets approved during the replenishment period, AE fees, and any other relevant factors.[2]

10. The receipt and use of guarantees will remain subject to GCF's FRMF and applicable prudential requirements. Each call of a guarantee must be reported to the Board, consistent with the Secretariat's financial reporting obligations, including the trigger event, amount called, remaining exposure, and impact on financial position.

11. **Reporting of the grant equivalence of guarantees:** for GCF-3 purposes, guarantees will be reported both in nominal and grant-equivalent terms based on a standard methodology developed by GCF based on best international practices, to provide an accurate comparison of funding amounts between financial instruments. Indicative grant equivalency rates are presented in Section IV.

[2] The figure of 10 per cent is an estimate of total costs and fees and in no way presupposes a Board decision on AE or other fees or costs of GCF.

III. Guarantee terms

12. It is recommended that the terms of guarantees be standardized for all guarantors supporting GCF under the Policy contained in Annex X.

13. The terms below will apply for the third replenishment period, and may be reviewed in the future, during the subsequent replenishment processes.

(a) **Exposure**: The covered exposure may be selected between two options, as specified in the applicable legal arrangement:

  (i) GCF's guarantee portfolio.

  (ii) GCF's loan portfolio.

(b) **Tenor:** The tenor of the guarantee shall be 4, 8, or 12 years, as specified in the applicable legal arrangement.

(c) **Coverage:** Each incoming guarantee will cover up to 100 per cent of any valid call allocated to that guarantor, subject to pro rata share with any co-guarantors, and up to the maximum guaranteed amount specified in the applicable legal arrangement. Coverage will extend to relevant outgoing guarantees or loans approved by the Board after execution of the applicable legal arrangement and before expiry of the incoming guarantee.

(d) **Triggers for call**:

  (i) Guarantee portfolio: a call may be made when a valid and enforceable demand for payment is made under an underlying GCF guarantee within a covered Funded Activity, in accordance with the terms of that underlying guarantee.

  (ii) Loan portfolio: a call may be made when an amount due on a covered loan exposure remains unpaid following the occurrence of a defined default and expiry of any applicable cure period.

14. **Allocation among guarantors**: Where more than one guarantor covers the same exposure, any call shall be allocated pro rata, based on committed exposure, among the guarantors whose guarantees are in force at the time of the call. Each guarantor will be responsible only for its pro rata share and will not bear the risk of non-payment by another guarantor.

IV. Reporting of grant equivalence

15. Guarantees will be reported both in nominal and grant-equivalent terms based on a standard methodology developed by GCF based on best international practices, to provide an accurate comparison of funding amounts between financial instruments. Indicative grant equivalency rates are presented below.

16. Indicative grant equivalence under different guarantee terms are presented below:

Tenor (years)	Discount rate (per annum)	Grant equivalence
4	4.6%	16.5%
8	4.6%	30.2%
12	4.6%	41.7%

Annex XII: Policy for contributions from other sources not covered in the policy for contributions to the Green Climate Fund

I. Objectives

1. This Policy for contributions from other sources not covered in the policy for contributions to the Green Climate Fund (the "Policy") establishes the guiding principles, requirements, and procedural steps under which the Green Climate Fund (GCF or the 'Fund') may consider and receive "financial inputs from a variety of other sources, public and private, including alternative sources," in accordance with paragraph 30 of the Governing Instrument and decision B.45/18, paragraph (l).

2. This Policy is separate from, and complements, the Policy for Contributions to the GCF for the third replenishment and any subsequent updates or revisions thereto (the "Policy for Contributions"). This Policy does not apply to financial inputs that are governed by the Policy for Contributions.

II. Guiding principles

3. For the purposes of this Policy, "Other Source Input" means a contribution from other sources not covered in the Policy for Contributions. In identifying, considering, receiving, administering, and using Other Source Inputs, GCF shall apply the following guiding principles:

(a) **Non-substitution of financial inputs under paragraph 29:** Other Source Inputs shall complement, and shall not be a substitute for, the financial inputs referenced in paragraph 29 of the Governing Instrument.

(b) **Consistency with the Governing Instrument and applicable framework:** Other Source Inputs shall be identified, received, administered, and used in alignment with the Governing Instrument, relevant Board decisions, and other applicable requirements, including with respect to the objectives, guiding principles, mandate, legal status, and operational modalities of GCF.

(c) **Preservation of the role and functions of the Board:** Other Source Inputs and any related arrangements shall not confer upon a contributor or third party any prerogative reserved to the Board in the Governing Instrument, including, but not limited to, its responsibility and authority over the Fund's governance, funding decisions, and allocation and use of resources.

(d) **Country ownership and equitable access:** Other Source Inputs shall be used consistently with the Fund's country-driven approach, country ownership requirements, and applicable access, appraisal, approval, or accountability processes, as appropriate.

(e) **Coherence with GCF programming and allocation:** The receipt and use of Other Source Inputs shall be consistent with the Fund's strategic programming and allocation framework, including Board-approved targets for mitigation and adaptation, regional balance, and support for developing countries that are particularly vulnerable to the adverse effects of climate change.

(f) **Financial sustainability and protection of developing countries:** Other Source Inputs and the terms governing their identification, receipt, administration, and use shall be consistent with the Fund's fiduciary principles and standards, financial risk management framework, financial sustainability, risk-bearing capacity, and liquidity.

(g) **Due diligence and accountability:** Other Source Inputs shall be subject to risk-based legal, financial, integrity, and reputational assessment and due diligence, as well as

transparent approval, implementation, and reporting arrangements, consistent with the Fund's risk and accountability frameworks.

(h) **Added value and cost-effectiveness:** In considering an Other Source Input, GCF shall take into account its expected financial and strategic value, as well as the costs and risks associated with its identification, receipt, administration, and use.

III. Application and scope[3]

4. **Eligible sources:** Subject to the requirements and process set out in this Policy, the Fund may receive Other Source Inputs from "a variety of other sources, public and private, including alternative sources," in accordance with paragraph 30 of the Governing Instrument. Such sources may include:

(a) Philanthropic foundations, including, but not limited to, philanthropic arms of public and private entities, charitable organizations, endowment funds, civil society organizations, and other non-profit entities;

(b) Private persons or entities, including, but not limited to, companies, financial institutions, institutional investors, insurance companies, pension funds, family offices, and high-net-worth individuals;

(c) Multilaterally agreed climate finance mechanisms, as appropriate;

(d) Collective fundraising, crowdfunding, donation platforms, aggregators, and similar mechanisms; and

(e) Any other sources approved by the Board.

5. **Scope exclusions:** For the avoidance of doubt, this Policy shall not apply to:

(a) Financial Inputs governed by the Policy for Contributions; or

(b) Co-financing and parallel financing.

6. **Timing:** This Policy is not time-bound to any specific replenishment cycle. Consistent with decision B.05/04, paragraph (c), GCF may consider and receive Other Source Inputs on an ongoing basis.[4]

IV. Conditions for identification, receipt, administration, and use

4.1 Minimum conditions and safeguards

7. The Fund's receipt of Other Source Inputs shall be subject to the following minimum conditions:

(a) The input's source, form, provider, and, where relevant, legal or beneficial ownership have been sufficiently identified, and the applicable assessments and due diligence have been completed, including with respect to legal, financial, integrity, and reputational risks;

(b) The input can be identified, received, administered, and used under arrangements acceptable to GCF and, where applicable, the Trustee;

[3] This section does not constitute or presume advance approval of any specific Other Source Inputs under this Policy. Other Source Inputs shall be considered and received in accordance with the applicable requirements and process set out in this Policy.

[4] The "Fund will maintain the flexibility to receive financial inputs on an on-going basis."

(c) The terms governing the identification, receipt, administration, and use of the input are consistent with the Governing Instrument, the guiding principles and requirements set out in this Policy, relevant Board decisions, and other applicable conditions, including risk management and accountability requirements;[5] and

(d) Appropriate arrangements have been established for financial management, administrative and transaction cost recovery, resource separation, and the treatment of income, reflows, residual resources, and liabilities, consistent with Section 4.3 below.

8. The provision of an Other Source Input shall not be conditional upon, or give rise to, any entitlement of a contributor or third party to:

(a) Board membership, voting rights, decision-making authority, or any other prerogative reserved for the Board under the Governing Instrument;

(b) Preferential access or treatment for commercial or other advantage, including in relation to non-public information, GCF procurement opportunities, accreditation, funding, or other institutional processes, without prejudice to any agreement with respect to reporting or information sharing in connection with the provision of such Other Source Input; or

(c) Any rights to use the GCF name or logo, claim standing as a partner or sponsor of GCF, or make public statements or announcements on behalf of GCF, except where expressly authorized by GCF in accordance with applicable policies and requirements.

9. Other Source Inputs shall be identified, received, administered, and used in alignment with applicable Board-approved conditions and allocation parameters and, where feasible, through the Fund's existing legal, financial, administrative, and institutional arrangements. The Secretariat will continue to explore avenues for the Board to consider special terms, structures, mechanisms, or other arrangements to enable or facilitate Other Source Inputs that are expected to provide meaningful additional resources or other material strategic value to the Fund ("Enabling Mechanisms"), as referenced in Annex XIII.

4.2 Financial management and treatment of resources

10. **Financial sustainability:** Where an Other Source Input gives rise to a repayment, return, or other obligation of GCF or a related entity:

(a) The financial terms and expected deployment of the input shall be structured to enable the relevant obligation to be met in a manner consistent with the Fund's financial sustainability, liquidity, risk-bearing capacity, and ability to provide grants and highly concessional finance; and

(b) Resources attributable to the input shall be deployed on terms that are, in aggregate, no more concessional than the terms of the input, unless otherwise approved by the Board.

11. **Use of resources across contributions policies:** The use of contributions governed by the Policy for Contributions to repay or service obligations arising from Other Source Inputs shall be subject to such conditions as may be established by the Board and under the applicable contribution, Trustee, and legal arrangements/agreements.

12. **Income, reflows, and other returns:** Investment income, reflows, recoveries, proceeds, and other returns generated from an Other Source Input shall be reused, retained, allocated, or applied only in accordance with this Policy, the conditions applicable to the original Other Source Input, the applicable legal arrangements/agreements and, where applicable, the relevant Board decision.

[5] For example, transparency, reporting, disclosure, communications, confidentiality, and other applicable requirements.

13. **Termination and winding up:** The terms governing an Other Source Input shall address, as applicable, its expiration, suspension, termination, or winding up; the treatment of outstanding obligations and liabilities; uncommitted, undisbursed, or residual resources; and the transfer, return, retention, or other disposition of remaining assets and resources, consistent with this Policy, the applicable legal and Trustee arrangements, and, where applicable, the relevant Board decision.

V. Due diligence and Board approval process

14. The Secretariat may receive expressions of interest or proactively identify and develop opportunities to receive Other Source Inputs, including through preliminary, non-binding engagement, structured outreach and market sounding, pre-feasibility assessment, or other preparatory work with potential contributors, intermediaries, or partners. This section sets out the procedural steps applicable to the screening, due diligence, preparation, and Board consideration of Input Proposals, without prejudice to any further Secretariat authority as may be granted by the Board.

5.1 Preliminary assessment

15. The Secretariat shall conduct an initial screening to determine whether an Input Proposal warrants further processing under this Policy ("Preliminary Assessment"). The Preliminary Assessment shall consider:

(a) The proposal's consistency with the Governing Instrument, this Policy, and other applicable requirements;

(b) The nature, source, form, expected scale, and additional value of the proposed input;

(c) Preliminary legal, financial, fiduciary, integrity, reputational, operational, and policy risks;

(d) The potential implications, where relevant, for the Fund's financial capacity, programming, allocation, and outgoing instrument mix; and

(e) The proposal's maturity, feasibility, and cost-effectiveness, taking into account projected administrative, transaction, and opportunity costs.

16. The Secretariat may decline or discontinue consideration of an Input Proposal where it is unlikely to meet applicable requirements, presents unacceptable risks, lacks sufficient additional value, or is not operationally or financially feasible.

5.2 Risk-based due diligence

17. Input Proposals that satisfy the Preliminary Assessment shall be subject to a risk-based due diligence process.

18. Where the Other Source Input may be received through the Trustee under applicable arrangements, the Secretariat and the Trustee will coordinate at an early stage, taking note that the Trustee's due diligence process and procedures will apply, as appropriate.

19. The Secretariat will develop, as needed, separate or additional risk-based due diligence procedures. The procedures will seek to identify, assess, and address legal, financial, integrity, reputational, and other relevant risks, in a manner proportionate to the nature, source, form, scale, complexity, and risk profile of the proposal. Matters considered may include, as relevant:

(a) The identity, ownership, control, legal status, and governance of the contributor and any relevant third parties;

(b) Source of funds, source of wealth, title to assets, and adverse claims or encumbrances;

(c) Anti-money-laundering, counter-terrorist-financing, sanctions, fraud, corruption, and other integrity considerations;

(d) Litigation, regulatory action, criminal conduct, conflicts of interest, and material adverse information;

(e) Environmental, social, human-rights, labour, climate, tax compliance, data protection, cybersecurity, and governance considerations;

(f) Financial capacity, creditworthiness, counterparty risk, market risk, and performance risk; and

(g) The need for ongoing due diligence monitoring.

20. The Secretariat may engage qualified external providers to support the due diligence process in whole or in part, including with respect to valuation, legal analysis, market assessment, risk assessment and mitigation, or other specialized work. Any related costs shall be estimated and reflected in the Input Proposal.

21. Based on the outcome of the due diligence process, the Secretariat may seek additional information, discontinue consideration, or advance the Input Proposal for consideration in accordance with section 5.3, taking into account any revisions or risk mitigation measures, as appropriate.

5.3 Consideration and Board approval

22. Following satisfactory completion of the due diligence process described above, the Secretariat shall submit the final Input Proposal to the Board for consideration. This submission shall contain information appropriate to the nature, scale, and complexity of the proposal, including, as applicable:

(a) A description of the source and contributor, including, where relevant, identification of legal or beneficial ownership and any relevant third parties;

(b) A description of the proposed input, including its amount, form, timing, and legal basis, as applicable;

(c) The rationale for receiving the input, including its objectives and expected additionality, financial value, and other strategic benefits;

(d) Material legal and financial implications for GCF, including, as relevant, its legal and institutional arrangements, financial and risk-bearing capacity, liquidity, ability to provide grants and highly concessional finance, and outgoing instrument mix;

(e) The proposed implementation timeline, terms, and mechanisms, including applicable legal, financial, reporting, and accountability requirements and arrangements;

(f) Where applicable, any operational measures or arrangements to ensure consistency with the Fund's country-driven approach and programming and allocation framework;

(g) A summary of the due diligence results, including any material residual risks and proposed mitigation measures; and

(h) Estimated resource requirements for the receipt, administration, and use of the input and proposed cost-recovery arrangements.

23. Where the Board approves an Input Proposal, the Secretariat shall, within the scope and parameters established by the Board, finalize and implement the agreements and arrangements necessary for the receipt, administration, and use of the approved input. In the event the Board

does not approve an Input Proposal, the Secretariat shall notify the relevant parties of the decision.

24. Any material change to the scope, parameters, or conditions approved by the Board shall require renewed Board approval, unless the Board decision expressly authorizes the change or delegates authority to approve it.

VI. Implementation, monitoring, and reporting

25. **Legal arrangements/agreements:** the legal arrangements and agreements implementing an Other Source Input shall be binding and give effect to the terms and conditions applicable under this Policy, including, where applicable, any terms, conditions, or mechanisms authorized by a relevant Board decision.

26. **Trustee arrangements:** existing arrangements for the GCF Trust Fund shall be used where applicable, unless otherwise approved by the Board in accordance with this Policy. Any Other Source Input received through the Trustee shall be operationalized in accordance with the applicable agreements between GCF and the Trustee.

27. **Financial controls and accounting:** Other Source Inputs shall be recorded, tracked, accounted for, managed, and subject to financial reporting in accordance with their applicable terms, accounting standards, GCF's financial and risk management frameworks, and any requirements established by the Board.

28. The Secretariat shall maintain separation and traceability appropriate to the nature and risks of each Other Source Input, sufficient to demonstrate compliance with applicable terms and monitor material assets, liabilities, financial exposures, income, and costs.

29. **Monitoring and reporting.** The Secretariat shall include in its regular reporting to the Board information regarding the implementation of this Policy and opportunities under development or consideration, at an appropriate level of aggregation and subject to applicable confidentiality requirements. Such reporting shall address material developments relating to Input Proposals and Other Source Inputs, including resources received, material risks, costs, implementation issues, and lessons learned. The Secretariat shall promptly notify the Board of any material event that could significantly affect the legality, integrity, reputation, financial position, or continued viability of an Other Source Input received under this Policy.

Annex XIII: Board-approved enabling mechanisms

1. Other Source Inputs shall be identified, received, administered, and used in alignment with applicable Board-approved conditions and allocation parameters and, where feasible, through the Fund's existing legal, financial, administrative, and institutional arrangements. Where authorized by the Board, special terms, structures, mechanisms, or other arrangements may be adopted to enable or facilitate Other Source Inputs that are expected to provide meaningful additional resources or other material strategic value to the Fund ("Enabling Mechanisms").

(a) Enabling Mechanisms may include, as defined below, Targeted Allocations, Dedicated Legal Structures, Advisory Structures, or other Board-approved tailored mechanisms, as appropriate.

(b) Enabling Mechanisms may be considered and approved:

(i) In connection with a specific proposal to provide an Other Source Input to the Fund ("Input Proposal"), subject to the process and requirements set out in Section V below; or

(ii) Independently of any specific Input Proposal, including to facilitate the future identification, receipt, administration, or use of Other Source Inputs from one or more sources eligible under this Policy.

(c) The relevant Board decision will determine the scope and parameters of any Enabling Mechanism, including any conditions and Secretariat authority applicable to inputs covered by that mechanism.

(d) Any Enabling Mechanism shall be consistent with the requirements applicable to the identification, receipt, administration, and use of Other Source Inputs, including the guiding principles and minimum conditions and safeguards set out above.

2. **Targeted Allocations:** An Enabling Mechanism may be adopted to give effect to Board-approved conditions on the allocation or use of an Other Source Input ("Targeted Allocation"). A Targeted Allocation may relate to thematic or results areas; programmes; existing or additional funding windows, substructures, or facilities; specific categories of eligible activities; or another purpose determined by the Board.

(a) The relevant Board decision will determine, as applicable, the scope, duration, and implementation parameters of a Targeted Allocation, including its eligibility and access arrangements; relationship to GCF's strategy, programming, and allocation processes; reporting requirements; and treatment of uncommitted resources.

(b) Targeted Allocations shall not designate an individual funding proposal or confer upon a contributor or third party authority over the identification, selection, appraisal, approval, or implementation of individual GCF-funded activities.

3. **Dedicated Legal Structures:** Enabling Mechanisms may include the use of a dedicated legal structure where appropriate to facilitate Other Source Inputs, subject to applicable legal arrangements (a "Dedicated Legal Structure").

(a) The relevant Board decision will determine, as applicable, the governance, financial, legal, and operational arrangements for the Dedicated Legal Structure, including its relationship to GCF and the Trustee.

(b) A Dedicated Legal Structure shall be structured to preserve the distinct legal and institutional identity of GCF; safeguard the role, functions, and authority of the Board; and protect GCF and the funds held in the GCF Trust Fund, as far as reasonably feasible, from exposure to obligations and liabilities arising from the Dedicated Legal Structure.

4. **Advisory Structures:** Consistent with the Governing Instrument and applicable Rules of Procedure, the Board may establish an advisory structure, such as a technical or expert panel with advisory functions only, in connection with the receipt of Other Source Inputs ("Advisory Structure"), whether as a standalone Enabling Mechanism or in connection with a Targeted Allocation, Dedicated Legal Structure, or other Enabling Mechanism.

(a) The relevant Board decision will determine, as applicable, the Advisory Structure's mandate, composition, duration, and working arrangements.

(b) Participation in an Advisory Structure shall not confer upon any contributor or third party governance rights, preferential treatment, or any other rights or advantages prohibited under this Policy or applicable Board decisions.

5. **Other tailored mechanisms:** Subject to the requirements set out in this Policy, other types of Enabling Mechanisms may be approved as standalone arrangements or in connection with a Targeted Allocation, Dedicated Legal Structure, or Advisory Structure.
