

UK comments – Strategic Plan

On the whole we consider the GCF's strategic vision still relevant, and the Fund has made significant progress towards meeting many of the priorities laid out in the Strategic Plan. However there is still work to do, much of which is noted in the 2017 report on the implementation of the strategic plan (GCF/B.19/10). We suggest that the updated strategic plan i) make reference to the more mature phase of operation that the GCF is entering and, as highlighted in the 2017 report, the fact that the Fund has quickly achieved results at scale, and ii) recognises that the next phase should concentrate on increasing quality and thereby the impact of its investments.

To that end, we suggest that an update to the Strategic Plan should incorporate the following:

- Continued emphasis on maximising the Fund's impact and achieving results, including through:
 - Increasing the use of strategic programmatic approaches, including targeting activities (i.e. at the regional, economic sector, or broad development theme level) where GCF funds can have the greatest effect (this could be informed by analysis carried out for paper on targeted investment (GCF/B.20/INF.15), paper on expected role and impact (GCF/B.09/06), and findings from the CIF's evaluation of their programmatic approach). We agree that bringing coherence to the way programmatic funding proposals are managed by GCF is important, as is greater relevance of programmes to NDC implementation.
 - Increasing impact through the targeted use of appropriate financial instruments in accordance with country requirements and capabilities.
 - Fully operationalising the Results Management and Performance Measurement Frameworks to enable AEs and the Secretariat to measure progress at the project, programme and portfolio level.
 - Strengthening the GCF's pipeline (including through planned evaluations and assessments of readiness and country programming in the near term).
- Strengthening the Fund's engagement with the private sector, including through consideration of the biggest gaps in private sector financing, scaling and an increasingly strategic approach to attracting proposals that will be the most effective in addressing barriers (this could be informed by the PSAG recommendations on access, the accreditation process, embedding of NAPs through readiness resources, and acknowledgement of local currency issues by addressing DAE needs and reducing the transaction costs of submitting proposals).
- A focus on improving Fund processes, including by the Board and Secretariat, to ensure they are efficient, effective and support the GCF to implement its mandate. In our view this will need to include the adoption of a procedure for decision-making in the absence of consensus and fostering a clearer division of responsibilities of Board and Secretariat. We see the further maturation and improved functioning of the Board as key priority for this period.
- Ensuring the GCF implements the highest standards in transparency and safeguarding.
- Maintaining a clear focus on ways the GCF can lever additional finance from multilateral development banks, the private sector, and other forms of co-financing.
- Taking steps to find out, publicise and encourage others to take up lessons learned through GCF activities. This includes a renewed focus on results, performance management, evaluation and

harmonising GCF and national monitoring systems, at both the institutional and accredited entity level. As part of this, we also consider the assessment of accredited entities' capability to undertake rigorous M&E as part of the accreditation process to be of strategic importance.

We suggest that the action plan should be amended to reflect the above operational priorities, with concrete, measurable actions around key indicators.