



**GREEN
CLIMATE
FUND**

Meeting of the Board

25 – 28 March 2026

Songdo, Incheon, Republic of Korea

Provisional agenda item 6(c)

GCF/B.44/04

3 March 2026

Co-Chairs' proposal on a Board training programme

Summary

This document presents a Co-Chairs' proposal for establishing a continuous Board training programme for the Board's consideration. The proposal builds on the Board training needs assessment survey that was conducted earlier in 2025 and responds to the Board's ongoing commitment to strengthening its governance capacity and effectiveness.

I. Introduction

1. The effective functioning of the Green Climate Fund (GCF) Board relies on members', alternate members' and advisors' ability to exercise their roles with clarity, confidence, and up-to-date knowledge of the Fund's policies, procedures, and the broader climate finance landscape. Recognizing the complexity of the GCF's mandate and the frequent turnover of Board membership and advisers, capacity-building for the Board has been a recurring need expressed by both Board members and the Secretariat.
2. In May 2025, the Secretariat conducted a Board training needs assessment survey, complemented by consultations with the Executive Leadership Team (ELT). With a participation rate of 23 per cent, the survey highlighted a number of areas where Board members sought further capacity-building opportunities to enhance their effectiveness in fulfilling Board responsibilities. Respondents also indicated preferences for training formats and shared lessons from past trainings.
3. The Governing Instrument outline the structure and responsibilities of the Board, and paragraph 11 contains the expectation that members possess relevant experience and skills upon their selection. While not prescribing a mandate for ongoing capacity-building, continuous development of Board members enhances effective governance in practice.
4. This document presents the Co-Chairs' proposal for establishing a continuous Board training programme to strengthen the Board's collective institutional memory, support smooth onboarding of new Board members, alternate members and advisers, and enable all members to engage effectively in deliberations and decision-making.
5. This programme is designed as an open and rolling framework, adaptable to evolving needs. It is proposed to be delivered under the oversight of the Secretary to the Board within the approved Board budget for professional services.
6. The proposed programme was prepared and submitted for Board consideration at B.43; however, it was not formally considered. Consequently, it is being resubmitted to the Board for its consideration without any modifications.

II. Findings from the 2025 training needs survey

7. The Secretariat's 2025 Board training needs assessment survey, complemented by consultations with the ELT, provided insights into both the substantive areas where Board members seek capacity strengthening and the modalities through which training should be delivered.

2.1 Capacity areas for strengthening

8. While members of the Board reported relatively strong confidence in their knowledge and understanding of the areas of ethics and conduct, and their formal roles and responsibilities, the survey identified a need for further training in the following areas:
 - (a) Strategic decision-making of the Board;
 - (b) Climate finance literacy;
 - (c) Stakeholder engagement;
 - (d) Familiarization with projects in country; and
 - (e) Governance and policy understanding.

2.2 Preferred training formats

9. Respondents highlighted preferences for training that is accessible, efficient, and cost-conscious. They also noted:
- (a) In-person workshops (2–3 days) remain highly valued, particularly when held alongside Board meetings;
 - (b) Virtual briefings and webinars are effective in accommodating multiple time zones and busy schedules;
 - (c) Self-paced e-learning and interactive simulations are welcomed as supplementary formats; and
 - (d) Field and project visits are preferred as opportunities to connect Board-level decision-making with realities on the ground.

2.3 Lessons from past trainings

10. Members of the Board who participated emphasized the value of compact sessions that fit within their demanding schedules. They also noted that Secretariat-led sessions have been well received for their professionalism, while external trainers may be considered where they cost-effectively provide clear added value.

2.4 Key takeaways

11. Taken together, the survey results confirm the need for a continuous and structured training programme that:
- (a) Focuses on core governance and decision-making functions of the Board;
 - (b) Provides thematic and strategic deep dives on evolving climate finance issues;
 - (c) Ensures flexibility through a mix of in-person, virtual, and self-paced modalities; and
 - (d) Maintains cost-effectiveness and alignment with the approved Board budget.

III. Objectives of the proposed Board training programme

12. The continuous Board training programme aims to strengthen the Board's ability to fulfill its governance mandate effectively and consistently. It is designed to address both immediate onboarding needs and the longer-term development of institutional knowledge and strategic capacity. The key objectives include:

- (a) **Strengthen governance capacity** - Ensure Board members, alternates, and advisers understand the GCF's Governing Instrument, Rules of Procedure, and committee functions to enhance the quality of deliberations;
- (b) **Support effective decision-making** - Equip the Board with knowledge on climate finance, replenishment, private sector engagement, and global policy contexts to inform strategic discussions;
- (c) **Facilitate onboarding and continuity** - Provide orientation for new members of the Board and advisers, helping preserve institutional memory despite turnover; and
- (d) **Promote peer-to-peer learning** - Enable experience-sharing among current and former Board members to foster practical insights and collaboration.

IV. Proposed continuous training programme

13. The programme is structured into four pillars, each with clear themes, modalities, and timing. These include:

(a) **Core governance and role clarity:**

Theme	Modality	Timing
GCF governance architecture and role of the Board	Virtual onboarding	Once a year
Board committees: Role of committee members and committee chairs, and terms of reference	Virtual onboarding	Once a year
Rules of Procedure and related decision-making procedures	Virtual onboarding	Once a year

(b) **Strategic, operational, and thematic “deep dives”:**

Theme	Modality	Timing
Strategic climate finance and institutional context <u>Potential topics:</u> <ul style="list-style-type: none"> Private sector mobilization and financial instruments International / multilateral systems Replenishment context 	In-person seminars during Board meetings	At each Board meeting
Operational understanding of GCF processes <u>Potential topics:</u> <ul style="list-style-type: none"> Programming cycle and project review GCF policy suite Risk, compliance and AE engagement 	Virtual seminars	One seminar a year
Thematic and cross-cutting issues <u>Potential topics:</u> <ul style="list-style-type: none"> Gender, Indigenous Peoples, ESS Monitoring, evaluation and learning Innovation and blended finance 	Virtual seminars	One seminar a year

(c) **Peer-based learning**

Theme	Modality	Timing
Board project immersion visits	In-person visits with a small number of Board members	Once or twice a year
Informal peer exchanges (e.g., roundtable discussions, fireside chats, moderated dialogue)	Side-session at Board meetings	Once or twice a year

(d) **Online courses**

Theme	Modality	Timing
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Access to online self-paced on-demand learning modules related to governance, policy, and board engagement topics	Online	One year membership
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13. The Secretariat, under the oversight of the Secretary to the Board, will coordinate the delivery of the programme. Training will be scheduled to coincide with Board meetings where possible, with virtual offerings made available throughout the year. Costs will be met within the approved Board budget for professional services.

V. Budget and resource implications

14. As mentioned in paragraph 41 of the approved administrative budget, a dedicated budget line (professional services – 1.1.3 in the historical format or 1.1.4 in the major activity format) was included to support continuous development of the Board members in key areas such as governance. Therefore, the proposed training programme will draw on the dedicated line allocated for professional services in the 2026–2028 Board budget, as approved by the Board at B.43. This ensures that resources for training are embedded in existing provisions, eliminating the need for separate annual approval by the Board.

15. Activities will be managed under the authority of the Secretary to the Board. The Secretariat will retain flexibility to allocate funds to the most effective training modalities, while ensuring adherence to the principles of efficiency and cost-effectiveness.

VI. Recommended action by the Board

16. The Board is invited to consider and adopt the decision contained in annex I.

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.44/04 titled “Co-Chairs’ proposal on a Board training programme”:

- (a) Approves the establishment of a continuous Board training programme as outlined in document GCF/B.44/04;
 - (b) Requests the Secretary to the Board, with support from the Secretariat, to oversee, coordinate and deliver the training programme, drawing on internal and external expertise as appropriate; and
 - (c) Confirms that the costs of the training programme shall be drawn from the line on professional services of the Board budget adopted by the Board.
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