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**Decision 5 (LVII) Strategic Action Plan 2022-2026
Draft Resource Mobilization Strategy**

(Item 13 of the Provisional Agenda)

**Preliminary cost estimates for the ITTO SAP 2022-2026 targets and
associated draft Resource Mobilization Strategy (RMS)**

October 2022

Table of Contents

	Page
Acronyms	ii
A. Introduction	1
B. Structure of the document	1
C. Process	4
Tables	
1. Targets that can be accomplished through ITTO’s core budget	2
2. Summary of preliminary projected cost estimates for SAP targets: 2023-2026	3
3. Potential indicative five-year resource mobilization goal 2022-2026	3
Annexes	
1 Preliminary projected cost estimates for the ITTO SAP 2022-2026 targets for the period 2023-2026	5
2 Draft Resource Mobilization Strategy (RMS) for the ITTO SAP 2022-2026	15
3 Draft terms of reference for the working group on SAP Target 8	20
4 Fact Sheet: Global Environment Facility (GEF)	21
5 Fact Sheet: Green Climate Fund (GCF)	25

Acronyms

AB	Advisory Board
APEC	Asia-Pacific Economic Cooperation
BWP	Biennial Work Programme
C&O	Communication and outreach
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CN	Concept Note
CPF	Collaborative Partnership on Forests
CS	Crosscutting Strategy
CSAG	Civil Society Advisory Group
FLR	Forest landscape restoration
GCF	Green Climate Fund
GEF	Global Environment Facility
ITTC	International Tropical Timber Council
ITTO	International Tropical Timber Organization
IUCN	World Conservation Union
IUFRO	International Union of Forest Research Organizations
LSSC	Legal and sustainable supply chain
MOU	Memorandum of Understanding
PL	Programme line
RMS	Resource mobilization strategy
SAP	Strategic Action Plan
SFM	Sustainable forest management
SME	Small and medium-sized enterprises
SP	Strategic Priority
TAG	Trade Advisory Group
UNCCD	UN Convention to Combat Desertification
UNFCCC	UN Framework Convention on Climate Change

A. Introduction

1. This document has been prepared pursuant to Council Decision 5(VII) which, inter alia, adopted the ITTO Strategic Action Plan (SAP) 2022-2026 and requested the Executive Director (ED) “to develop, in consultation with the Advisory Board, an ‘indicative five-year resource mobilization goal’ and related resource mobilization strategy taking into account the outputs of work related to the new financing architecture”, for consideration and adoption at ITTC 58 in 2023.

2. Section 4 of the SAP 2022-2026 under “Implementation Framework” (paragraph 2) states that: “. . . Council should, within one year of adoption of the SAP 2022-2026, establish an indicative five-year resource mobilization goal for voluntary contributions to implement the targets in Table 2 and Table 3. The indicative five-year goal should be based on and reflect estimated costs to carry out the targets and also take into account discussions on a new resource mobilization strategy, as referred to in Target 26.¹ ITTO Members in a position to do so are urged to provide voluntary contributions to support the five-year goal.”

3. Target 26 of the SAP 2022-2026 calls for Council to “Adopt and operationalize a new ITTO financial architecture, to include an ITTO resource mobilization strategy and streamlined ITTO project cycle focused on programme lines, based on the results of the pilot phase.”

4. Section 4 of the SAP also states the following with regard to BWP activities and projects:

“Consistent with Article 24.3 of the ITTA, 2006, the targets in Table 2 and Table 3 constitute priority activities for the next five years. These activities will be implemented primarily through the BWP 2023–2024 and BWP 2025–2026, to be adopted by the Council in 2022 and 2024, respectively. Initial priority activities will be integrated into BWP 2021–2022 based on available funding.”

“Following the completion of a multiyear pilot phase, the Council is expected to adopt a streamlined project cycle focused on the following four pilot programme lines as part of ITTO’s new financial architecture:
 1. Legal and sustainable supply chains for tropical forest products
 2. Conservation of tropical forest biodiversity and ecosystem services
 3. Tropical forest landscape restoration and resilient livelihoods
 4. Emerging issues and innovation”

B. Structure of the document

5. This document includes five annexes. Paragraphs 6-9 introduce Annex 1. Paragraphs 10-12 introduce Annexes 2-5.

¹ The published SAP (posted on the ITTO Home Page on 1 June 2022) lists the targets in Tables 2 and 3 sequentially from 1 to 38.

6. Consistent with the above guidance, Annex 1 contains preliminary projected cost estimates to accomplish the SAP targets for the four-year period from 2023 through 2026². These estimated costs are associated with policy and capacity building activities under the BWP 2023-2024 and BWP 2025-2026 and project financing. Some closely aligned targets are costed together rather than separately. Table 1 lists the targets that can be accomplished “inhouse” through ITTO’s core budget; these targets are not addressed in Annex 1.

Table 1 – Targets that can be accomplished through ITTO’s core budget

Number	Target
1	Develop a strategy/roadmap for meeting Global Environment Facility (GEF) and Green Climate Fund (GCF) requirements for accreditation as a partner agency and in the interim pursue effective participation in GEF and GCF multistakeholder engagement arrangements
2	Leverage financing through enhanced international partnerships and synergies
15	Seek to establish an MOU with UNFCCC to promote collaboration and synergies, including on forest restoration and the integration of SFM in climate change mitigation and adaptation strategies
16	Refine the MOU with CBD as needed to reflect the Post-2020 Global Biodiversity Framework
17	Extend/renew the MOU with UNCCD to 2026
19	Make strategic use of ITTO’s trade and market databases to inform and support discussions on LSSCs in international fora and in the CPF
21	Upgrade the ITTO database on projects and concept notes, taking into account the databases being developed as part of piloting a streamlined project cycle
30	Enhance the effectiveness and sustainability of the Administrative Account in supporting core activities and operations
32	Identify post-COVID-19 recovery challenges and opportunities, including through Annual Market Discussions and the Biennial Review and Assessment of the World Timber Situation

7. As shown in Table 2, the **preliminary projected cost estimates for 2023-2026 total US\$29.6 million in new voluntary contributions**: US\$11.6 million for BWP activities (including US\$1.9 million for training workshops to build capacity in producer countries) and US\$18 million for country projects. These cost estimates were generated based on the following assumptions:

- Since it became operational, ITTO has relied on consultancies to assist the Secretariat with policy development and analytical work requested by Council. It is assumed this will continue to be the case under the SAP 2022-2026 and that consultancies will be needed to help in the development of target-related policies and guidelines.³ The average cost of a consultancy is estimated at US\$25,000.
- Communication and outreach (C&O) materials, products and events will be key to promoting ITTO as an organization and informing a wide range of audiences (including those unfamiliar with ITTO) on ITTO’s significant contributions under the SAP 2022-2026 toward achieving global forest-related goals and commitments. While some C&O activities can be funded

² For 2022, actual pledges for target-related BWP 2021-2022 activities and projects will be used (see para 8).

³ Most non-management professional staff in the Secretariat have been project managers. As of April 2022, professional staff included five project officers; one planning, monitoring and evaluation officer (for projects and programmes); one finance officer; and one outreach and communication officer (who was formerly a project officer).

through the core budget, others will likely depend on voluntary contributions to the BWP 2023-2024 and BWP 2025-2026 given the ongoing shortfall in the Administrative Account and the limited resources allocated to C&O activities in the Administrative Budget.

- National and regional/subregional training workshops to facilitate implementation of target-related policies and guidelines will help build capacity in producer countries. The average cost of a training workshop is estimated at US\$30,000.
- Country projects are essential to operationalize a number of SAP targets and associated programme lines (PLs) in the field. While project costs may vary widely, the average cost of a project is estimated at \$250,000 based on data for 2016-2020.

Table 2 - Summary of preliminary projected cost estimates for SAP targets: 2023-2026

Strategic Priority (SP) and Crosscutting Strategy (CS)		Projected target cost estimates (US\$000)			
		BWP 2023-2024	BWP 2025-2026	Projects 2023-2026	Totals
SP1	Governance & investment in SFM & LSSCs	1,250	1,780	3,000	6,030
SP 2	Economies & tropical timber trade	675	505	3,500	4,680
SP 3	Resilience, restoration, conservation	755	1,580	3,500	5,835
SP 4	Statistics & information	505	200	1,000	1,705
CS 1	Capacity building ⁴	305	780	2,500	3,585
CS 2	ITTO operational effectiveness	525	650	0	1,175
CS 3	COVID & tropical forest sector	1,175	375	2,500	4,050
CS 4	Gender equality	375	165	2,000	2,540
Subtotals:		5,565	6,035	18,000	29,600
Totals:		11,600		18,000	29,600

8. Table 3 shows confirmed pledges made between ITTC57 and ITTC58 (as of August 2022) for BWP 2021-2022 activities and projects and concept notes, all of which are supportive of one or more Strategic Priorities and/or Crosscutting Strategies. These pledges total close to US\$3.4 million. When added to the total four-year projected target cost estimates for 2023-2026 of US\$29.6 million (see Table 2), **this suggests a potential indicative five-year resource mobilization goal of approximately US\$33 million in voluntary contributions.**

Table 3 – Potential “indicative five-year resource mobilization goal 2022-2026” (US\$000)

	BWP 2021-2022	Projects & CNs	Total
Voluntary contributions pledged since ITTC57 (as of August 2022)	2,313 ⁵	1,083 ⁶	3,396
Projected cost estimates 2023-2026			29,600
Total (potential indicative five-year resource mobilization goal 2022-2026)			32,996

⁴ All SP and CS training workshops and country projects would contribute to CS 1 (capacity building).

⁵ Includes year two (2022) and year three (2023) of the three-year secondment by the Korean Forest Service (2021-2023), which is approximately US\$335k per year or \$670k for 2022 and 2023. Since the \$335k for 2023 has already been pledged, this amount is included in Table 3 rather than in the projected target cost estimates in Table 2 for the BWP-2023-24.

⁶ Includes US\$48k for ex-post evaluation of African projects (430-MFI)

9. It should be noted that if voluntary annual funding for ITTO were to remain static at the 2022 pledge level over the life of the SAP 2022-2026 (US\$3.4 million a year for five years), total pledges would come to US\$17 million. Therefore, an indicative five-year resource mobilization goal of US\$33 million would require significantly increased pledges for 2023-2026.

10. Annex 2 contains a draft Resource Mobilization Strategy (RMS) with three objectives to reach the 'indicative five-year resource mobilization goal' for voluntary contributions to be set by ITTC 58 to accomplish the targets in the SAP 2022-2026. A key element of the draft RMS is the proactive role of ITTO members in resource mobilization and fundraising, particularly as regards ITTO accreditation to the GEF and GCF and successful conclusion of an ITTO MOU with UNFCCC. Text and footnotes in italics are informational only and would not be included in the final RMS.

11. Annex 3 contains draft terms of reference for the new "Working Group on Market and Trade Issues" associated with Target 8 of the SAP 2022-2026. As noted in Annex 1, it is proposed that Targets 6 and 10 be included in the Working Group's mandate.

12. Annexes 4 and 5 are fact sheets which provide an overview of the GEF and GCF, including governance, accredited agencies/entities, and representation of ITTO members on the GEF Council and GCF Board -- the bodies that decide program and project financing. All ITTO members are represented directly or indirectly on these decision-making bodies. These fact sheets are for informational purposes only and are not intended for inclusion in the final ITTO RMS.

C. Process

13. Consistent with Council Decision 5(VII) (see paragraph 1 above), on 10 June 2022 the ED circulated a preliminary draft of the current document to all members of the Advisory Board (AB) with a request for comments by 30 June. The consumer spokesperson was the only AB member to provide comments, which focused on the draft RMS. Based on his comments and on further refinements to the draft text by the Secretariat, a revised draft was circulated to the AB on 30 September. Comments were received from the ITTC Chair, RFM Chair and Japan. A number of comments are addressed in the current document. Japan's proposal for a working group to facilitate RMS Objective 2 will be discussed at ITTC 58.

Annex 1 - Preliminary projected cost estimates for the ITTO SAP 2022-2026 targets for the period 2023-2026

Target		BWP 2023-24	Estimate US\$	BWP 2025-26	Estimate US\$	Associated projects ⁷ 2023-2026	Estimate US\$
SP 1 – Governance and investment in SFM and LSSCs							
1	<i>Inhouse (strategy/roadmap for GEF/GCF accreditation)</i>						
2	<i>Inhouse (leverage financing through enhanced international partnerships)</i>						
3	Develop and promote tools to monitor and increase transparency and provide traceability in supply chains	Engage consultants to further develop tools building on Activities 1, 2 and 6 of BWP 2021-22. Develop targeted C&O promotional materials and events. Highlight tools on ITTO Home Page. Extend and expand Activity 3 of the BWP 2021-22 on Industry-led legality compliance/due care training	200,000 250,000	Continue to develop targeted C&O materials and events and highlight tools on ITTO Home Page Organize up to 6 country or regional workshops to apply tools	100,000 180,000	Fund 6-8 projects to apply/ operationalize LSSC transparency and traceability tools (PL1)	2,000,000
4	Promote ITTO’s leadership as a platform for dialogue and cooperation on LSSCs	Sponsor and support a new CPF joint initiative to promote LSSCs for tropical forest products	200,000	Cosponsor and host an international conference on LSSCs, including COVID impacts and recovery (Targets 33 & 35), to be held in 2026	1,000,000		
5	Promote actions to combat illegal trade in tropical timber species and reinforce collaboration with CITES to this end	Extend and expand Activity 5 of the BWP 2021-22 on ITTO-CITES cooperation Initiate a joint activity with APEC-EGILAT	400,000 200,000	Continue to enhance collaboration with CITES and APEC-EGILAT	500,000	Fund 3-4 projects to combat illegal trade (PL1)	1,000,000
6	Explore opportunities for and constraints to investment in tropical timber processing industries and technologies	Assign task to the Target 8 Working Group		See Target 8		See Target 8	
		Subtotal BWP 2023-24	1,250,000	Subtotal BWP 2025-26	1,780,000	Subtotal projects 2023-26	3,000,000

⁷ Funded projects would reflect a balance across producer regions to the extent possible.

Target		BWP 2023-24	Estimate US\$	BWP 2025-26	Estimate US\$	Associated projects 2023-2026	Estimate US\$
SP 2 – Economies and tropical timber trade							
7	Analyse the effects of domestic wood production and trade in producer countries on SFM and promote sustainable domestic wood production and supply chains	Engage consultants (1 per region) to analyze the effects of domestic wood production & trade on SFM in producer countries, building on SW4SW ⁸ , and recommend ways to promote sustainable wood production and LSSCs	75,000	Undertake follow up activities (TBD)	75,000	Fund 3-4 projects to implement recommendations (PL4)	1,000,000
8	Establish an ITTO working group, including TAG and CSAG, to look at market and trade issues, resilience in the tropical timber sector, and ways to build global demand for sustainably produced tropical timber	ITTC58 establishes the “Working Group on Market and Trade Issues” with terms of reference (TOR) that include Targets 6 and 10 (see Annex 3)	200,000	ITTC59 extends WG mandate to undertake further work on market and trade issues (TBD)	200,000	Fund 2-3 projects to implement WG/ITTC recommendations (PL4)	750,000
9	Develop and promote Indigenous and local community forest management and business models for SMEs, including LSSCs	Engage consultants (1 per region) to develop SME business models building on previous ITTO work in this area	75,000	Organize up to 6 country or regional training workshops to promote use of SME business models	180,000	Fund 2-3 projects to operationalize SME business models (All PLs)	750,000
10	Explore opportunities for sustainable value creation in producer countries	Assign task to the Target 8 Working Group		See Target 8		See Target 8	
11	Assess the role of tropical plantations and agroforestry systems in local and national economies and opportunities to rehabilitate degraded land for these uses	Engage consultants (1 per region) to conduct the assessment and identify opportunities to rehabilitate degraded lands and upscale best practices Extend and expand Activity 4 of the BWP 2021-22 on teak management to consider teak plantations on degraded land	75,000 250,000	Undertake follow up activities (TBD)	50,000	Fund 3-4 projects to rehabilitate degraded areas for plantations or agroforestry (PL3, PL4)	1,000,000

⁸ CPF Joint Initiative on “Sustainable Wood for a Sustainable World (SW4SW)”, co-led by ITTO.

		Subtotal BWP 2023-24	675,000	Subtotal BWP 2025-26	505,000	Subtotal projects 2023-26	3,500,000
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Target		BWP 2023-24	Estimate US\$	BWP 2025-26	Estimate US\$	Associated projects 2023-2026	Estimate US\$
SP3 – Resilience, restoration, conservation							
12	Articulate and promote ITTO's role in reducing tropical deforestation and forest degradation and contributing to climate change mitigation and adaptation and FLR	Engage a consultant to prepare policy briefs articulating ITTO's roles in user friendly language that can be understood by a wide range of audiences at local, national, regional and international levels Develop targeted C&O promotional materials and activities, including for consumer decision-makers. Highlight on ITTO Home Page.	25,000 200,000	See Targets 13 and 25		See Targets 13 and 25	
13	Promote positive interactions between forestry, agriculture and other sectors to reduce illegal deforestation, including through land use policies and landscape planning	Engage consultants (1 per region) to prepare background papers on mechanisms in place for national and local cross-sectoral coordination in producer countries and identify best practices/success stories on positive interactions across sectors	75,000	Cosponsor 3 high level regional meetings with regional partners ⁹ to promote positive interactions between agriculture and forestry through land use policies, landscape planning, integrated tropical forest landscape management (Target 14) and FLR (Targets 12 & 18.a)	1,200,000	Fund 2-3 projects to enhance cross-sectoral coordination and positive interactions between forestry, agriculture and other sectors at national and/or local levels (All PLs)	750,000
25	Support initiatives to promote cross-sectoral coordination at national and local levels						
14	Analyze and promote approaches to managing tropical forest landscapes in an integrated manner in the context of a changing climate	Engage consultants (1 per region) to analyze approaches to and best practices for integrated management of tropical forest landscapes and make recommendations for scaling up best practices in producer countries	75,000	See Targets 13 and 25	150,000	Fund 2-3 projects to apply integrated tropical forest management in the field (All PLs)	750,000
15	<i>Inhouse (seek MOU with UNFCCC)</i>						

⁹ Potential regional partners: ACTO, Africa Forest Forum, APFNet, ASEAN, COMIFAC, FAO Regional Forestry Commissions, etc.

16	<i>Inhouse (refine MOU with CBD as needed)</i>						
17	<i>Inhouse (extend/renew MOU with UNCCD to 2026)</i>						
18.a	Promote use of the ITTO Guidelines for FLR in the Tropics (2020)	Organize up to 6 country or regional workshops to apply ITTO-IUFRO FLR training modules and production of C&O materials for dissemination of the FLR Guidelines (Activity 11.b of BWP 2021-22) Support activities under the CPF Joint Initiative on FLR	180,000 50,000	See Targets 13 and 25 Continue to support the CPF Joint Initiative on FLR	 50,000	Fund 3-4 projects to apply/ implement ITTO FLR Guidelines in the field (PL3)	1,000,000
18.b	Update as needed the ITTO/IUCN Guidelines for the Conservation and Sustainable Use of Biodiversity in Tropical Production Forests (2009)	ITTC58 requests the Executive Director to work with IUCN and other experts to update the ITTO/IUCN Guidelines and authorizes funds for this purpose	150,000	Organize up to 6 country or regional workshops on how to apply the updated ITTO/IUCN GLs	180,000	Fund 3-4 projects to apply/ implement the updated ITTO/IUCN Guidelines in the field (PL2)	1,000,000
		Subtotal BWP 2023-24	755,000	Subtotal BWP 2025-26	1,580,000	Subtotal projects 2023-26	3,500,000

Target		BWP 2023-24	Estimate US\$	BWP 2025-26	Estimate US\$	Associated projects 2023-2026	Estimate US\$
SP 4 – Statistics and information							
19	<i>Inhouse (strategic use of ITTO's trade and market databases for LSSC discussions)</i>						
20	Prepare an updated report on the Status of SFM in the Tropics ("SFM Tropics") based on ITTO's criteria and indicators (C&I) for SFM	Engage consultants (1 per region) to assist in the development of "SFM Tropics 2026" Undertake BWP 2021-22 Activities 7.a on C&I workshops (US\$150,000), 7.b on adapting ITTO's 2016 C&I to the African context (US\$140,000), 8 on statistical capacity building (US\$90,000), and 14 on enhancing synergies on C&I (US\$50,000)	75,000 430,000	Engage an editor to finalize "SFM Tropics 2026". Publish and widely disseminate the report. Develop C&O promotional materials and events.	200,000	Fund 8-12 small projects (e.g. US\$80,000 to 90,000) to assist producers to collect and report C&I information (All PLs)	1,000,000

21	<i>Inhouse (Upgrade ITTO's project related databases)</i>						
		Subtotal BWP 2023-24	505,000	Subtotal BWP 2025-26	200,000	Subtotal projects 2023-26	1,000,000

Target		BWP 2023-24	Estimate US\$	BWP 2025-26	Estimate US\$	Associated projects 2023-2026	Estimate US\$
CS 1 – Capacity building							
24.a	Finalize an ITTO knowledge management strategy and guidelines	Engage a consultant to update the 2013 Knowledge Management Strategy & Action Plan (ITTC-JC(XLVII)/2, Annex 1) for adoption at ITTC59. The updated strategy/guidelines should include Targets 22 & 23 as core elements. (Thought should be given to the need for both a “strategy” and “guidelines”.)	25,000	Organize up to 6 country or regional training workshops to apply ITTO KM GLs	180,000		
24.b	Operationalize the ITTO knowledge management strategy/guidelines in 24.a	Organize up to 6 subregional workshops on how to apply the ITTO Knowledge Management Strategy/Guidelines	180,000	Highlight knowledge management in ITTO’s annual call for Fellowship applications. Award 10+ Fellowships with a knowledge management element.	150,000	Support 8-10 projects focused on applying the ITTO Knowledge Management Strategy/Guidelines, including upscaling best practices (within/across countries) and enhancing training, education and extension	2,500,000
22	Upscale best practices, tools, scientific/research applications and innovation	Support activities under the CPF Joint Initiative on Forest Education	100,000				
23	Enhance training, education and extension, including through the ITTO Fellowship Programme, regional/subregional workshops, and the development and dissemination of targeted materials and packages			Co-organize with FAO and other CPF members 3 regional seminars on upscaling best practices	450,000		
25	Support cross-sectoral initiatives at national & local levels	See Target 13		See Target 13		See Target 13	
		Subtotal BWP 2023-24	305,000	Subtotal BWP 2025-26	780,000	Subtotal projects 2023-26	2,500,000

Target		BWP 2023-24	Estimate \$US	BWP 2025-26	Estimate \$US	Associated projects 2023-2026	Estimate \$US
CS 2 – ITTO operational effectiveness							
26.a	<i>Inhouse (adopt a new ITTO financial architecture)</i>						
26.b	Operationalize a new ITTO financial architecture to include an ITTO resource mobilization strategy and streamlined ITTO project cycle focused on PLs, based on results of the pilot phase	Adopt and implement a Resource Mobilization Strategy (RMS) to enhance BWP and project funding to meet the “indicative five-year resource mobilization goal” set by ITTC 58 to accomplish the ITTO SAP Targets. (The RMS could be facilitated by a working group as needed.)	200,000	Continue to implement ITTO RMS 2023-26	200,000		
27	Revise/update ITTO’s project-related manuals as needed to reflect the new project cycle (Target 26.a)			Establish a Working Group process to update four 2009 manuals ¹⁰ with the support of consultants	300,000		
28.a	Adopt a C&O strategy highlighting ITTO’s contributions to global forest-related goals and commitments	Engage a consultant to refine/revise ITTC(LVII)/16 to highlight ITTO contributions, provide examples of key messages, and include Target 35. ITTC59 adopts C&O Strategy 2023-26.	25,000				
28.b	Implement the C&O strategy in 28.a	Develop targeted C&O materials and events based on ITTO’s C&O Strategy 2023-2026. Highlight contributions to global goals on ITTO Home Page.	100,000	Continue implementation of the C&O Strategy 2023-26	50,000		
29	Enhance partnerships with TAG and CSAG, including Indigenous Peoples and local communities, as well as with relevant international organizations	Work with CSAG to develop strategic partnerships with indigenous and local communities, including in the context of Target 9 Expand Activity 3 of BWP 2021-22 to strengthen private sector participation in ITTO and leverage private resources	100,000 100,000	Undertake follow up activities to enhance partnerships with TAG and CSAG, including Indigenous Peoples and local communities	100,000		
30	<i>Inhouse (Admin Account)</i>						
		Subtotal BWP 2023-24	525,000	Subtotal BWP 2025-26	650,000	Subtotal projects 2023-26	0

¹⁰ Manual for Project Formulation; Manual for Project Monitoring, Review, Reporting & Evaluation; SOP for the ITTO Project Cycle; GLs for Consultants, Procurement, etc.

Target		BWP 2023-24	Estimate \$US	BWP 2025-26	Estimate \$US	Associated projects 2023-2026	Estimate \$US
CS 3 – Tropical forest sector and COVID-19 recovery							
31	Building on existing reporting, assess the economic, social and environmental impacts of COVID-19 on the tropical forest sector and related trade	Engage 3 consultants (1 per region) to conduct assessments of COVID-19 impacts	75,000	Undertake follow up activities (TBD)	75,000		
32	<i>Inhouse (Annual Market Discussions, Biennial Reviews focus on post-COVID recovery challenges and opportunities)</i>						
33	Promote post-COVID-19 recovery investments in tropical forest-based enterprises and sustainable and resilient supply chains	Co-sponsor an international meeting to highlight/demonstrate the benefits of post-COVID investment in the tropical forest sector (SFM, LSSCs, trade) and the contribution of the sector to economic recovery	1,000,000	Undertake follow up activities (TBD)	100,000	Fund 8-10 projects to promote post-COVID investments in tropical forest sector (PL4)	2,500,000
35	Promote mechanisms that highlight the contributions of SFM, LSSCs and trade to post-COVID-19 employment and economic reactivation	Develop new C&O materials and events that promote such mechanisms	50,000	Continue to develop promotional materials on this topic	50,000		
34	Work with CPF to identify links between tropical forests and the risk of future pandemics	Sponsor and support a CPF JI on links between tropical forests and pandemic risk	50,000	Continue to support the CPF JI on this topic	50,000		
36	Widely publicize and disseminate findings and reports on Targets 31-35 to highlight ITTO's role in assisting the post-pandemic recovery			Publish and disseminate reports; promote findings through new C&O materials and events	100,000		
		Subtotal BWP 2023-24	1,175,000	Subtotal BWP 2025-26	375,000	Subtotal projects 2023-26	2,500,000

Target		BWP 2023-24	Estimate \$US	BWP 2025-26	Estimate \$US	Associated projects	Estimate \$US
CS 4 – Gender equality							
37	Enhance/accelerate application and operationalization of ITTO's Policy Guidelines on Gender Equality and Empowering Women, including in the context of ITTO's data collection and statistical processes and the streamlined project cycle now being piloted	Organize 3 national or regional training workshops on application of ITTO's Policy Guidelines Co-organize an international workshop on the "Role of Women in the Forest Sector", including in primary processing; and integrate the ITTO Policy Guidelines into all ITTO operations (Activity 11.a of BWP 2021-22) Establish ITTO database on activities and projects promoting gender equality as part of Target 21.	90,000 185,000 25,000	Organize 3 national or regional training workshops on application of ITTO's Policy Guidelines	90,000	Fund 6-8 projects implementing ITTO's Policy Guidelines in the field (All PLs)	2,000,000
38	Conduct a study on the role of women in the tropical forest sector, including primary forest industries, and the impacts of gender gaps on women's resilience in the sector to climate change challenges	Engage 3 consultants (1 per region) to conduct studies, including success stories, and make recommendations	75,000	Undertake follow up activities (TBD)	75,000		
		Subtotal BWP 2023-24	375,000	Subtotal BWP 2025-26	165,000	Subtotal projects 2023-26	2, 000,000
		Total BWP 2023-24	5,565,000	Total BWP 2025-26	6,035,000	Total projects 2023-26	18,000,000

Annex 2

Draft Resource Mobilization Strategy (RMS) for the ITTO SAP 2022-2026

A. Introduction

The Resource Mobilization Strategy (RMS) for the ITTO SAP 2022-2026 has been developed pursuant to Council Decision 5(LVII) and reflects the following principles:

- Mobilizing resources to support ITTO functions, policy activities and projects is crucial to making ITTO a more viable and effective organization
- As the head of the Secretariat, the Executive Director (ED) has an important role to play in mobilizing resources
- The combined efforts of Council officers¹¹ and all ITTO members are also essential to mobilizing resources, in particular through enhanced coordination in capitals and use of diplomatic channels

B. Purpose

The purpose of the RMS is to mobilize financial and other resources to meet the “indicative five-year resource mobilization goal” of US\$ [XX] million which has been identified by Council as necessary to accomplish the targets set out in the ITTO SAP 2022-2026.

C. Objectives

The objectives of the RMS are to:

1. Attract additional voluntary contributions from a broad base of ITTO members to support ITTO functions, policy activities and projects
2. Leverage financing for ITTO project and policy activities through new and enhanced partnerships and joint initiatives with intergovernmental, nongovernmental and private sector organizations¹²
3. Strengthen the capacity of the ITTO Secretariat to undertake core functions and policy work

D. Elements, actions, responsibilities, funding

The proposed elements of a multi-pronged resource mobilization and fundraising strategy to advance Objectives 1, 2 and 3 are outlined below. These include specific actions to be taken, responsible parties, and expected funding sources (core budget or BWP funding) for actions to be undertaken or supported by the Secretariat. *(See Annex 1 of this report for projected target cost estimates to be met by BWP voluntary contributions.)*

¹¹ Council and Committee Chairs and Vice-Chairs

¹² Relates to Decision 7(LVII) on cooperation and coordination with other organizations.

Objective 1

Attract additional voluntary contributions from a broad base of ITTO members to support ITTO functions, policy activities and projects

Element	Actions	Responsible parties	Funding source ¹³
1. Donor outreach	a. Conduct representation visits to capitals of current, former and potential new donor members, highlighting shared priorities and commitments and addressing any donor concerns (e.g. regarding ITTO internal controls) ¹⁴	ED ITTC Chair & Vice Chair	BWP voluntary contributions (VCs) for Target 26
	b. Utilize demarches and other diplomatic approaches to reach out to current, former and potential new donor members	ITTC Chair & Vice Chair	No cost to ITTO
	c. Develop talking points and attractive “leave behind” papers/leaflets that are targeted to the priorities and interests of prospective donors and highlight relevant ITTO policy and project work in this regard	Secretariat	Core budget
2. Stream-lined project cycle	Adopt and operationalize a new streamlined ITTO project cycle focused on programme lines of high interest internationally to attract project funds (SAP Target 26)	Council	BWP VCs for Target 26
3. ITTO Rebranding	Develop and promote targeted communication and outreach materials to highlight ITTO’s contributions to global forest-related goals and commitments, including reducing tropical deforestation and forest degradation, climate change mitigation and adaptation, tropical forest landscape restoration, and conserving biodiversity and ecosystem services. Showcase contributions on ITTO home page. (SAP Targets 12 and 28)	Secretariat	BWP VCs for Targets 12 and 28

¹³ See Annex 1 of this report for projected cost estimates for listed targets.

¹⁴ Representational travel for fundraising by the Council Chair or Vice Chair will be arranged and paid for by the ITTO Secretariat. The Chair/Vice Chair may accompany the ED on some trips. While some representation may be done virtually, in-person approaches will likely be more effective.

Objective 2¹⁵

Leverage financing for ITTO project and policy activities through new and enhanced partnerships and joint initiatives with intergovernmental, non-governmental and private sector organizations
(Relates to SAP targets 1, 2, 5, 15, 16, 17, 29 and 34)

Element	Actions	Responsible parties	Funding source
1. Accreditation to GEF and GCF ¹⁶	a. Develop and adopt a strategy/roadmap for meeting GEF and GCF requirements for accreditation as a partner agency (SAP Target 1), to include the following actions:	ED, Council	Core budget
	b. Enhance coordination in capitals among ITTO focal points and (1) GEF “political focal points”, (2) GEF Council representatives and alternates, (3) GCF Board representatives and alternates, and (4) focal points for CBD, UNCCD and UNFCCC, with a view to promoting ITTO accreditation	All ITTO members	No cost to ITTO
	c. Enhance coordination in capitals between ITTO focal points and GEF “operational focal points”, GCF National Designated Authorities and CBD focal points to promote the inclusion of relevant approved unfunded ITTO projects (or project elements) in national GEF and GCF funding proposals, particularly in the biodiversity field where there are gaps in GEF coverage.	Producer members, developing Consumer members	No cost to ITTO
	d. Earmark a small percentage of voluntary contributions to the GEF and GCF to fund proposals which include approved ITTO projects or project elements that are pending funding	ITTO members who are GEF/GCF donors	No cost to ITTO
	e. Advocate the benefits of ITTO accreditation to the GEF CEO and GCF Executive Director, ¹⁷ including under the GEF Small Grants Program ¹⁸	ED, All ITTO members	Core budget or BWP VCs for Target 26
	f. Advocate ITTO accreditation in bilateral meetings on the margins of GEF Council and GCF Board meetings	All ITTO members	No cost to ITTO
	g. Advocate ITTO accreditation to your representative on the GEF Council and GCF Board representatives	ITTO members represented by another country ¹⁹	No cost to ITTO
	h. Report annually to Council on the above measures taken	ED, ITTO members	No cost to ITTO

¹⁵ As a member of the AB, Japan has proposed a working group in support of RMS Objective 2.

¹⁶ Annexes 4 and 5 provide information on GEF and GCF governance and operations and how ITTO members are represented on the GEF Council and GCF Board.

¹⁷ As of October 2022: GEF CEO is Carlos Manuel Rodriguez of Costa Rica; GCF Executive Director is Yannick Glemarec of France.

¹⁸ The GEF Small Grants Program managed by UNDP is expected to open up for new accreditation.

¹⁹ A number of ITTO members are represented on the GEF Council and GCF Board by another country which is part of their official GEF/GCF constituency group. (See Annexes 4 and 5)

2. Partnering with GEF Agencies ²⁰	Actively seek to partner directly with accredited GEF Agencies as an immediate pathway to access GEF funding, especially Agencies with which ITTO has a relationship	ED, ITTO members	Core budget
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²⁰ There are 18 accredited GEF agencies, including the three original “implementing agencies” (UNDP, UNEP, World Bank).

Elements	Actions	Responsible parties	Funding source
3. Partnering with the private sector	Develop new and expanded partnerships with companies and associations in the tropical timber sector with a view to leveraging resources from for-profit businesses that benefit from ITTO's trade and market related information services	ED, ITTO members in a position to leverage such partnerships	BWP VCs for Target 29
4. CPF Joint Initiatives (JIs)	a. Collaborate on fundraising to support a new JI on LSSCs	ED Secretariat	BWP VCs for Target 4
	b. Collaborate on fundraising to further operationalize JIs on SW4SW (Sustainable Wood for a Sustainable World), Forest Landscape Restoration (FLR) and Forest Education	ED Secretariat	BWP VCs for Targets 7, 12, 18
5. MOUs	a. Work with the CBD Executive Secretary to leverage funds to carry out activities under the ITTO-CBD MOU (Target 16)	ED	Core budget
	b. Advocate the benefits of an ITTO-UNFCCC MOU to the UNFCCC Executive Secretary ²¹ (Target 15)	All ITTO members	No cost to ITTO
	c. Advocate an ITTO-UNFCCC MOU in bilateral meetings with other ITTO members on the margins of UNFCCC meetings (Target 15)	All ITTO members	No cost to ITTO
6. CITES	Work with the Secretary-General of CITES ²² to expand collaboration on implementing listings of tropical tree species and to attract additional donors	ED	BWP VCs for Target 5

Objective 3

Strengthen the capacity of the ITTO Secretariat to undertake core functions and policy work

Elements	Actions	Responsible parties	Funding source
1. Secondments by ITTO members	Second well-qualified staff to ITTO to fill gaps in Secretariat expertise (fundraising, policy development, communication and outreach, field expertise in gender equality, etc.)	ITTO members	No cost to ITTO
2. Other in-kind contributions	Based on consultations with the Executive Director, supply high priority equipment to support Secretariat operations, including video conferencing and other technologies	ITTO members	No cost to ITTO
3. Meeting obligations under Article 19 of ITTA, 2006	Pay current assessed contributions and any arrears in full to the Administrative Account to enable essential new hires (see secondments) and sustainable and effective core operations ²³	All ITTO Members in arrears	No cost to ITTO

²¹ As of July 2022, the UNFCCC Executive Secretary is Patricia Espinosa of Mexico.

²² As of July 2022, the CITES Secretary-General is Ivonne Higuero of Panama.

²³ *Relates to ITTC(LVIII)/4 on "Matters related to Article 19 of the ITTA, 2006 on the Administrative Account", item 11 of the Provisional Agenda for ITTC58.*

Annex 3

Draft terms of reference for the working group on SAP Target 8

Introduction

Target 8 of the ITTO SAP 2022-2026 calls for establishing a “working group to include TAG and CSAG to look at market and trade issues, resilience in the tropical timber sector, and ways to build global demand for sustainably produced tropical timber”.

Mandate

The “Working Group on Market and Trade Issues” will prepare a background paper with recommendations that considers the following:

1. Ways to build global demand for sustainably produced tropical timber (Target 8)
2. The resiliency of tropical timber businesses along the supply chain to market shifts and ways to improve resiliency (Target 8)
3. Opportunities for, and constraints to, investment in tropical timber processing industries and technologies (Target 6)
4. Opportunities for sustainable value creation in producer countries (Target 10)

Composition

The Working Group will include:

- Four producer representatives
- Four consumer representatives
- Two TAG representatives
- Two CSAG representatives

Support

The Working Group will be supported by two consultants with expertise in tropical timber markets and trade.

Reporting

The Working Group will begin work in early 2023 and will report its findings and recommendations on next steps and follow up work to ITTC 59.

Annex 4

Fact sheet: Global Environment Facility (GEF)

Headquarters: Washington D.C., USA

Establishment and purpose

- The GEF was established by the World Bank in 1991 as a pilot program to help protect the global environment and promote environmentally sound and sustainable economic development. Initial implementation was facilitated by three “Implementing Agencies”: UNDP, UNEP and the World Bank.
- The GEF was restructured in 1994 to take into account Agenda 21 (agreed at the 1992 Earth Summit) and the entry into force of the Convention on Biological Diversity (CBD) and the UN Framework Convention on Climate Change (UNFCCC). Seventy-three participating States adopted the “Instrument for the Establishment of the Restructured GEF”, which was also formally adopted by UNDP, UNEP and the World Bank.
- Today, the GEF is the main funding mechanism for four conventions: CBD, UNCCD, Minamata Convention on Mercury, and Stockholm Convention on Persistent Organic Pollutants (POPs). Together with Green Climate Fund, GEF is also a main funding mechanism for UNFCCC.

Governance

- GEF Assembly: The overarching GEF governing body is the GEF Assembly which is composed of 184 participating countries referred to as “Participants”. The Assembly typically meets every four years at the ministerial level to review general policies and GEF operations and consider amendments to the GEF establishing Instrument.
- GEF Council: The GEF Council is the main GEF governing body. It meets twice a year to develop, adopt and evaluate operational policies and programs for GEF-financed activities, and to review and approve the work program and projects submitted for approval by developing countries and countries with economies in transition.
- The Council has 32 members which represent constituency groups of the 184 participants of the GEF Assembly. The Council has 14 developed country seats, 16 developing country seats and 2 seats for countries with economies in transition.
- Nine countries are permanent non-rotating members of the Council: China, France, Germany, Iran, Italy, Japan, Sweden, UK and USA. The other 23 seats are appointed by multi-country constituency groups of the GEF Assembly. These seats may rotate among constituency members every three years. Table 1 shows how ITTO members which are part of constituency groups are currently represented on the GEF Council.

Table 1 - Rotating GEF Council Members as of 2022 and ITTO members represented

GEF Council member as of 2022 ²⁴	ITTO members represented
	Consumers represented
Australia	Australia, New Zealand, Republic of Korea
Belgium	Austria, Belgium, Czech Republic, Hungary, Luxembourg, Slovak Republic, Slovenia
Bosnia & Herzegovina	Albania, Croatia, Poland
Denmark	Denmark, Latvia, Lithuania, Norway
Netherlands	Estonia, Finland, Netherlands
Spain	Greece, Ireland, Portugal, Spain
Switzerland	Switzerland
	Producers represented
Angola	Mozambique
Benin	Benin, Cote-d'Ivoire, Ghana, Liberia, Togo
Brazil	Brazil, Colombia, Ecuador
Chile	Peru
Equatorial Guinea	Cameroon, Central African Republic, Congo, DRC, Gabon
Fiji	Fiji, Indonesia, Papua New Guinea, Philippines
India	India
Mauritius	Madagascar
Mexico	Costa Rica, Guatemala, Honduras, Mexico, Panama, Venezuela
St Kitts	Guyana, Suriname, Trinidad & Tobago
Viet Nam	Cambodia, Malaysia, Myanmar, Thailand, Viet Nam

- **GEF Secretariat:** With about 100 staff, the GEF Secretariat is led by a CEO and Chairman appointed by the GEF Council for a four-year term, which may be renewed for one additional term²⁵. The Secretariat implements decisions of the GEF Assembly and GEF Council, coordinates and oversees programs, ensures policies are implemented in consultation with GEF Agencies, as well as effective collaboration among GEF agencies, and coordinates with the secretariats of the five conventions funded by the GEF.

Trustee and funding

- The World Bank serves as the GEF Trustee and administers the GEF Trust Funds, which are comprised of voluntary contributions from donor members of the GEF Assembly. As the Trustee, the World Bank helps mobilize resources for the Trust Fund through a four-year replenishment process, disburses funds to GEF Agencies, prepares financial reports on investments and use of resources, and monitors application of budgetary and project funds.
- GEF funding is made available to recipient developing countries and countries with economies in transition to meet the objectives of the conventions supported by GEF and other GEF programs.

²⁴ Each GEF Council member may also represent a number of non-ITTO member countries.

²⁵ The current GEF CEO and Chairman is Carlos Manuel Rodriguez of Costa Rica.

- In April 2022, GEF approved the 8th replenishment package (GEF-8) for 2022-2026 with pledges from donors totaling USD 5.33 billion, a 30% increase compared to GEF-7.

GEF Agencies

- Accredited “GEF Agencies” serve as the GEF’s operational arm. GEF Agencies work closely with project proponents (beneficiary governments, civil society organizations, other stakeholders) to design, develop and implement GEF-funded projects and programs. GEF Agencies may also create project proposals and manage approved projects on the ground.
- As shown in [Table 1](#), there are currently 15 accredited GEF Agencies in addition to the original three implementing agencies²⁶, for a total of 18 agencies. No additional organizations have been accredited by the GEF since 2015.
- GEF Agencies sign two types of agreements: (1) A Financial Procedures Agreement with the World Bank as the GEF Trustee covering, *inter alia*, the transfer, use and disbursement of funds, and (2) an MOU covering the administration of GEF funds, procurement, records and reporting, as well as the Agency’s responsibilities.

Table 2 – GEF Agencies

Type of institution	GEF Agencies	Year accredited
International Financial Institutions (9)	World Bank Group (IBRD)	-
	Asian Development Bank (ADB)	2004
	African Development Bank AfDB)	2005
	European Bank for Reconstruction and Development (EBRD)	2006
	Inter-American Development Bank (IDB)	2004
	International Fund for Agricultural Development (IFAD)	2005
	Development Bank of Southern Africa (DBSA)	2014
	West African Development Bank (BOAD)	2015
	Development Bank of Latin America (CAF)	2015
UN agencies (4)	Food and Agriculture Organization of the UN (FAO)	2005
	UN Development Program (UNDP)	-
	UN Environment Program (UNEP)	-
	UN Industrial Development Organization (UNIDO)	2004
National government agencies (2)	Brazilian Biodiversity Fund (FUNBIO)	2015
	Foreign Economic Cooperation Office, Ministry of Environmental Protection of China (FECO)	2015
NGOs (2)	Conservation International (CI)	2013
	World Wildlife Fund US (WWF-US)	2013
Other (1)	World Conservation Union (IUCN, mixed State and NGO members)	2014

²⁶ Five GEF Agencies are also CPF members (as is the GEF itself): FAO, IUCN, UNDP, UNEP and the World Bank.

Scientific and Technical Advisory Panel

- The Scientific and Technical Advisory Panel (STAP) provides GEF with independent scientific and technical advice on its policies, operational strategies, programs and projects. The Panel has seven members (see Table 3) who are internationally recognized experts in GEF's key areas of work. Members are appointed by the Executive Director of UNEP for a two-year term, which is renewable.
- The STAP interacts with other scientific and technical bodies, particularly the subsidiary bodies of the conventions supported by the GEF.
- The STAP is supported by a global network of experts and institutions and a six-member secretariat based in Washington, DC.

Table 3 – Current STAP members

Member	Position
Rosina Bierbaum (Current Chair)	Dean Emerita, University of Michigan's School of Natural Resources and Environment, and Weston Chair in Natural Economics, University of Maryland
Saleem H. Ali	Blue and Gold Distinguished Professorship in Energy and the Environment, University of Delaware, and Senior Fellow at Columbia University's Center on Sustainable Investment
Edward R. Carr	Professor and Director of International Development, Community and Environment (IDCE), Clark University
Miriam Diamond	Professor and researcher on chemical contaminants and environmental issues, University of Toronto
John Donaldson	Honorary Professor, Department of Biological Sciences, University of Cape Town, and Fellow of the South African National Biodiversity Institute
Mark Stafford Smith	Former head of the climate change adaptation program at CSIRO, Australia's national research organization
Chris Whaley	Senior policy advisor on global agreements on climate change, biodiversity, chemicals, forestry, and sustainable development, working in the UK, EU and internationally, and in the UN system

GEF Focal Points

- Each GEF member country has designated government officials responsible for GEF activities and to serve as the liaison with the Secretariat and the GEF Agencies. There are two types of GEF Focal Points: political and operational. All GEF member countries have Political Focal Points. Only recipient countries eligible for GEF support have Operational Focal Points.
- GEF Political Focal Points focus mainly on governance, including policies and decisions, and relations between member countries within their constituencies. Typically, political focal points follow GEF Council discussions and represent their countries at the GEF Assembly.
- GEF Operational Focal Points are responsible for operations of GEF activities within recipient countries. This includes reviewing and endorsing project proposals to ensure they are in line with national priorities and strategies.

Annex 5

Fact Sheet: Green Climate Fund (GCF)

Headquarters: Songdo, Incheon City, Republic of Korea

Establishment and purpose

- The Conference of Parties (COP) to the UNFCCC established the GCF in 2010 as a new financial mechanism for supporting projects in developing countries to reduce emissions and create climate resilient development pathways to help achieve UNFCCC goals²⁷.
- The Governing Instrument for the GCF sets out its mandate and working methods, and was approved by the UNFCCC COP at its 17th session in December 2011 in Durban, South Africa.

Governance

- GCF Board: The GCF Board was established by the UNFCCC COP in 2011 to manage the Fund. Similar to the GEF Council, the GCF Board has 24 members representing the 194 parties to the UNFCCC. There are 12 developed country seats and 12 developing country seats.
- Six donor countries (who are also ITTO members) are permanent non-rotating members of the Board: France, Germany, Japan, Sweden, UK and USA. The other 18 seats are occupied by representatives of GCF constituency groups. These seats typically rotate every three years. Current representation of ITTO members on the GCF is shown in Table 1.

Table 1 - GCF Board Members 2022-24 and UNFCCC constituencies represented

Developed Countries ²⁸	Constituency represented	Developing Countries	Constituency represented
Austria	Austria, Italy, Portugal	Egypt	African Group Parties
Canada	Canada, Belgium, Poland	Gabon	
Finland	Finland, Switzerland, Hungary, Monaco, Liechtenstein	South Africa	
France	France	China	Asia-Pacific Group Parties
Germany	Germany	Iran	
Japan	Japan	Saudi Arabia	
Netherlands	Netherlands, Denmark, Luxembourg	Albania ²⁹	Eastern European Group Parties
Norway	Norway, Iceland, Czech Republic	TBD	Latin America & Caribbean Group Parties
Spain	Spain, New Zealand, Ireland	TBD	
Sweden	Sweden	TBD	
UK	UK	Bhutan	LDC Parties
USA	USA	Antigua & Barbuda	SIDS Parties

²⁷ Under the Paris Agreement, the overarching goal is to keep the global temperature rise under 2 degrees Celsius.

²⁸ All are consumer members of ITTO

²⁹ Consumer member of ITTO

- As part of its mandate, the GCF Board approves specific operational policies and guidelines, including for programming, project cycle, administration, and financial management. The Board also approves strategies to guide the overall direction of Fund operations.
- **Secretariat:** The GCF has about 220 staff at headquarters headed by an Executive Director who is appointed by the GCF Board³⁰. In addition, the GCF secretariat includes limited staff outside Korea and is supported by a number of consultants.

Trustee and funding

- The World Bank serves as the GCF Trustee. The GCF is funded primarily by contributions from developed countries which are party to the UNFCCC. These contributions may be made in the form of grants, capital or loans.
- As of July 2020, the GCF's "Initial Resource Mobilization" period (2014- 2020) had raised USD 10.3 billion (equivalent) in pledges from 46 countries, 2 regions and 1 city. Five countries accounted for 77% of the pledges: United States (USD 3 billion), Japan (USD 1.5 billion), United Kingdom (USD 1.2 billion), France (USD 1 billion) and Germany (USD 1 billion). Four ITTO producer members also made contributions: Colombia, Indonesia, Mexico, Panama, Peru and Viet Nam.
- The first GCF replenishment (GFC-1) is for the period 2020-2023. As of January 2022, GFC-1 had raised USD 10 billion (equivalent) in pledges.

Accredited Entities

- The GCF currently works through numerous "Accredited Entities" to implement projects, including international, regional, national and sub-national organizations, NGOs and the private sector.³¹ These partners work with beneficiary governments to develop and submit funding proposals to the GCF Board for approval. They may also manage and monitor approved projects and programs.
- There are currently 113 GCF Accredited Entities, with another 168 organizations in the accreditation pipeline.

National Designated Authorities

- The 148 developing country parties to the UNFCCC have designated a government institution to serve as their GCF focal point and the interface between the country and the GCF. These "National Designated Authorities" (NDAs) provide advice on GCF activities in-country and communicate national priorities for GCF financing.

³⁰ Currently, the GCF Executive Director is Yannick Glemarec of France who took office in 2019.

³¹ Ten of the international organizations accredited to the GCF are also "GEF Agencies": ADB, AfDB, EBRD, FAO, IFAD, IUCN, FAO, UNDP, UNEP, UNIDO, CI and the World Bank.