



GREEN
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Guide for Accessing Readiness Support

DAE Support Modality

Readiness and Preparatory Support Programme:
Operational Modalities for the Readiness Strategy 2024-2027

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I. Objective of the Guide

This guide is designed to help Direct Access Entities (DAEs) access support from the Green Climate Fund (GCF) through its Readiness and Preparatory Support Programme (the Readiness Programme), using the DAE Support Modality, in line with the [Readiness Strategy 2024-2027](#). This aims to enhance efficiency and speed of access while ensuring impactful Readiness support and practical results.

II. Readiness Programme Overview

The Readiness Programme is a key initiative established under the GCF Governing Instrument. It is designed to provide resources for capacity-building activities and technical assistance to enable countries and entities to directly access GCF and other climate funds. Operational for 10 years, the programme has supported countries in strengthening their institutional capacities, coordination mechanisms, and strategic frameworks, including Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), to develop climate action agendas.

Building on the successes and lessons learned over the past years, the GCF has revised the Readiness Strategy to align with the broader [GCF Strategic Plan for 2024-2027](#), which emphasises enhanced programming capacities and direct access. To this effect, the revised Readiness Strategy introduces a novel modality of support for DAEs, focusing on strengthening their programming capacities and facilitating their access to GCF resources and broader climate finance opportunities, in alignment with country priorities. With specific reference to the GCF investments, Readiness resources will be channelled to support programming capacities of DAEs in line with the 11 targeted results of the GCF Strategic Plan (see Annex 1) pertaining to developing country support, direct access programming, climate-resilient agriculture; sustainable management of terrestrial and marine areas; low-emission climate-resilient infrastructure; clean energy; novel solutions and emerging technologies for hard-to-abate sectors; locally led adaptation action; engagement of local early-stage ventures and micro, small and medium-sized enterprises (MSMEs) in climate solutions; and greater direct access to climate finance through “green” local financial institutions.

The Readiness Strategy 2024-2027 outlines three key objectives, applicable to both countries and DAEs:

- **Objective 1:** Effective climate finance coordination and sequencing for climate investment planning and execution, including strengthening the enabling environment. The Readiness portfolio target is set at 30 per cent of the USD volume of Readiness resources to ensure fit-for-purpose support that lays the foundations for country programming capacities and direct access;
- **Objective 2:** Paradigm-shifting pipeline development and implementation for adaptation and mitigation measures in line with countries’ priorities and GCF programming targets. The Readiness portfolio target is set at 60 per cent of the USD volume of Readiness resources to signal a strong focus on advancing programming capacities and direct access and to ensure adequate resources; and
- **Objective 3:** Use of knowledge-sharing and learning as one of the most impactful tools for capacity-building, particularly with respect to solving climate challenges that are common and shared by neighbouring countries and peer stakeholders. The Readiness portfolio target is set at 10

per cent of the USD volume of Readiness resources to provide laser-sharp focus on impactful and carefully crafted activities.

Readiness support for DAEs must align with the three key objectives outlined above, with specific results and reporting requirements in line with the [Revised Readiness Results Management Framework](#) (RRMF).

III. DAE Support Modality

Eligibility: Readiness support through the DAE Support Modality is available to all DAEs that have been accredited by the GCF Board. Readiness support prior to the GCF Board accreditation decision may be requested under the Country Support Modality instead.

Total Envelope: DAEs can access Readiness support for up to USD 1 million per entity over a four-year period, in coordination with respective National Designated Authorities (NDAs) or focal points, and in alignment with country priorities. A differentiated approach is applied, taking into account each entity's programming capacity, expertise, experience and previous access to GCF funding and Readiness resources. This ensures that entities with larger capacity gaps receive appropriate support, while more experienced DAEs with substantial GCF-funded portfolios are catered for accordingly.

Specifically, support will be available for the following:

- Strengthening institutional compliance with GCF accreditation standards through the fulfilment of outstanding accreditation conditions and the closure of identified gaps in applicable screening requirements;
- Strengthening programming and implementation capacities, with a particular focus on developing high-quality concept notes and funding proposals and ensuring their effective implementation; and
- Strengthening reporting capacities, including implementation of the GCF integrated results management framework¹.

The GCF Secretariat provides further details on capacity-building areas in the [Guide for DAEs on Strategic Planning of Readiness Support](#). The Readiness Programme is a flexible on-demand tool. Accordingly, the GCF Secretariat does not prescribe specific capacity-building activities under the DAE support window. Instead, it offers guidance on potential areas of support. DAEs have the flexibility to propose specific activities tailored to their unique capacity gaps and needs in line with the objectives of the Readiness Strategy 2024–2027. The Guide on Strategic Planning of Readiness Support also offers insights on eligible and non-eligible costs to optimise Readiness resources in line with the GCF Strategic Plan.

Submission window: Submissions may be made at any time during the current Readiness strategy period (2024–2027), with a recommended **proposal submission date of no later than 31 March 2027** to allow sufficient time for approval of the proposal and signing of the Readiness financing agreement before the end of the current Readiness strategy period on **31 December 2027**.

Access and delivery methods: Readiness support can be accessed through the following:

¹ DAEs previously benefiting from the Readiness support for the implementation of the GCF Integrated Results Management Framework (IRMF) under decision B.29/01 will still have access to the full USD 1 million per entity, provided they exclude any overlapping work already covered through the IRMF support.

- Option 1 Direct access by a DAE;
- Option 2 Access by a DAE through an entity that has entered into a Readiness Framework Agreement with the GCF;²
- Option 3 Access by the DAE through a competitive tender process involving a GCF pre-qualified delivery partner based on the selection of the best technical and financial offers; or
- Option 4 A hybrid approach that combines any of the above methods.

VI. Access to Readiness

Under the DAE Support Modality, funding can be accessed as follows:

<p>Up to USD 1 million per entity over the four-year period</p>	<p>One programme of activities for four years, addressing the Readiness objectives across mitigation and adaptation in an integrated manner.</p> <p>To ensure adaptive management, one four-year programme of activities shall incorporate a mid-term review that serves to confirm that the design remains well-suited to the context and to evaluate the appropriateness of the initial design in light of emerging opportunities or potential obstacles that could significantly impact the programme of activities.</p> <p style="text-align: center;">or</p> <p>Two programmes of activities, based on the four-year planning, with any combination of USD funding between them, up to the total envelope allocated for the DAE modality.</p> <p>There are no restrictions on the timing of these two programmes; they can be requested concurrently or sequentially. This flexibility caters to different objectives or significantly different areas of capacity-building if and when the integrated approach does not yield beneficial outcomes.</p>
<p>Multi-DAE programmes</p> <p>Covered from the total DAE envelope</p>	<p>A request can be submitted by DAEs, or the GCF Secretariat may proactively offer, multi-DAE Readiness programmes. This includes promoting cooperation through peer-to-peer learning, experience sharing, and technology transfer and innovation exchanges in the context of climate change through North-South as well as South-South cooperation.</p> <p>These multi-DAE programmes count against the four-year cap of each of the participating DAEs³. In cases where GCF initiates the programme design, it will seek consensus on the proposed outcomes, outputs and activities from participating</p>

² List of current [framework agreement holders](#) is available on the GCF website.

³ A joint proposal will be required (see Step 2 under *How to Access – Step by Step*, below), with each DAE allocating its budget at its discretion, without any set maximum or minimum limits. Transfers or top-ups of funds between DAEs, if requested, will be considered on a case-by-case basis.

	<p>DAEs. Each participating DAE needs to submit a letter of financial support for multi-DAE proposals.</p> <p>DAEs, in consultation with the GCF Secretariat, may opt for engaging an entity that has entered into a Readiness Framework Agreement with the GCF, which can utilise existing agreements and receive Readiness funds to implement the multi-DAE Readiness support.</p>
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Step 1. Request for Readiness Support

To access Readiness support, the DAE submits a request for support to the GCF Secretariat through the GCF Partner Portal.

The request should state the intention to utilise the total or partial funding through one or two programmes, the access and delivery modality, and include a plan for the objectives each programme aims to achieve. For example, one programme may target Objectives 1 and 3 through direct access, while another might focus on Objective 2, utilising a GCF pre-qualified delivery partner selected via a competitive selection process led by the GCF Secretariat.

Upon receiving the support request, initial feedback and approval will be provided by the GCF Secretariat within five working days. Although the GCF Secretariat aims for a prompt response, the exact time frame may vary due to operational demands and programming considerations.

Coordinated action with the NDA/focal point

In line with the Readiness Strategy 2024-2027, DAEs have access to Readiness support based on coordination with respective NDAs/focal points. This signifies a streamlined collaboration between DAEs and NDAs/focal points to ensure alignment of DAEs' Readiness support requests with the country's priorities, as outlined in the Country Outcome Log Frame. This requires clear communication of national goals between NDAs and DAEs, with efficient and regular communication channels between DAEs and NDAs playing a crucial function for swift decision-making and minimising delays. Evidence of such communication needs to be submitted along with the request for support.

Step 2. Strategic Planning of Readiness

In line with Readiness Strategy 2024-2027, the GCF Secretariat implements a strategic, medium-term planning approach for Readiness support over four years. This involves considering the DAE's current Readiness status (baseline) and defining where it wants to be by the end of the fourth year (targets). To achieve this, the DAE will need to undertake a strategic planning process, which will determine specific areas of support, capacity gaps and challenges.

Further guidance is provided in the [Guide for DAEs on Strategic Planning of Readiness Support](#).

Support from the GCF Secretariat

Under the DAE support modality, the GCF Secretariat may offer various capacity-building activities, such as webinars, workshops and write-shops. These resources will aim to help DAEs enhance their project development and implementation skills, particularly in relation to GCF-funded climate adaptation and mitigation efforts. Information about any available initiatives will be communicated to DAEs as

opportunities arise. For strategic medium-term planning, DAEs may consider allocating a discretionary portion of their Readiness funding for participation⁴ in such initiatives, as they become available.

Step 3. Accessing Readiness

Option 1. Direct Access by DAEs and Option 2. Access by a DAE through an entity that has entered into a Readiness Framework Agreement with the GCF

Direct access to Readiness resources follows the following sequence of activities:

1. **Strategic, medium-term planning:** The DAE undertakes strategic planning for a multiplicity of Readiness needs and foundational gaps in a holistic manner over four years. Further guidance is provided in the [Guide for DAEs on Strategic Planning of Readiness Support](#) available on the GCF website.
2. **Direct Access Proposal Submission:** The DAE prepares and submits a Readiness proposal through the GCF Partner Portal.

An offline template is available on the [GCF website](#) to support proposal preparation. However, a proposal is only considered officially submitted once the online form has been completed and submitted through the GCF Partner Portal.

3. **Contracting:** The DAE and GCF conclude an individual grant agreement.⁵ The template Readiness and Preparatory Support Financing Agreement is available upon request.

Option 3. Access by the DAE through a competitive tender process involving a GCF pre-qualified delivery partner based on the selection of the best technical and financial offers

DAEs may choose to implement Readiness support through GCF pre-qualified delivery partners, including consortia with national and international expertise.⁶ GCF has established a pre-qualified pool of Readiness service providers contracted through Long-Term Agreements and organized into two thematic lots:

- (a) **Lot 1** focuses on policy and regulatory support, including NDCs, NAPs, long-term strategies, climate finance ecosystems, and enabling environments for climate investment; and
- (b) **Lot 2** focuses on climate investment design and implementation, including pipeline development, project preparation, climate **finance** access, and investment planning.

Both lots also include specialized sub-lots on vulnerability and resilience, private sector engagement, and knowledge management and learning.

The use of GCF pre-qualified delivery partners includes the following sequencing of activities:

1. **ToR Development:** The DAE undertakes strategic planning for a multiplicity of Readiness needs and foundational gaps in a holistic manner over four years. This will form the DAE Readiness ToR, which

⁴ Participation may involve travel and accommodation, depending on the format. If conducted online, no costs will be incurred. However, if participation is in person, the DAE may need to cover the cost of travel and lodging of its staff members, which are eligible costs for coverage or reimbursement under the DAE Support Modality.

⁵ In certain cases, a separate grant agreement may not be required if the relevant entity is an entity which has entered into a Readiness framework agreement with GCF.

⁶ List of GCF pre-qualified delivery partners are available on the [GCF website](#).

must be submitted to the GCF Secretariat through email once finalised. The ToR template is available on the [GCF website](#).

2. **Competitive selection process:** The GCF Secretariat conducts a mini-tender among GCF pre-qualified delivery partners to address the ToR. These partners submit technical and financial proposals that are evaluated by a panel including a DAE representative and GCF experts. The focus is on value for money and finding the best solutions to meet requirements in the ToR.
3. **Work Order:** A delivery partner or consortium, selected based on their technical approach, methodology and cost, receives a work order from the GCF Secretariat. This work order outlines the Readiness support activities, deliverables, timelines, reporting and payment terms.

Option 4. Hybrid Approach

DAEs may opt for a hybrid approach, combining the strengths of both direct access and the use of GCF pre-qualified delivery partners. This method allows DAEs to tailor their Readiness support to specific objectives and programmatic needs. Here is how it might work:

- **Programme 1 - Specialised Support:** The DAE may implement a Readiness programme that addresses Objective 2 through GCF pre-qualified delivery partners who are experts in the design and implementation of climate finance programmes and projects, for example across specific sectors or technologies. This provides benefits of specialised external expertise as well as advantages of streamlined contracting process provided under the LTA.
- **Programme 2 - Direct Implementation:** Simultaneously, the DAE could tackle Objectives 1 and/or 3 by directly accessing Readiness resources.

The mix of objectives and/or Readiness needs to cover for each programme is entirely at the discretion of the DAE, allowing flexibility to cater to specific contexts and requirements.

V. Standardized Readiness Deliverables and Disbursements by Milestones Framework

The standardized Readiness deliverables and disbursements by milestones framework are introduced to enhance the efficiency and effectiveness of Readiness expenditure in line with the Readiness Strategy 2024-2027. These aim to enhance results delivery by enhancing accountability for achieving practical results and aligning incentives towards achieving them. It fosters innovation and discretion in achieving results and improves efficiency by ensuring disbursements are made based on the progress in achieving milestones for every standardized Readiness deliverable. A [guidance document on standardized Readiness deliverables](#) is available for reference.

Results and standardized Readiness deliverables must demonstrate a clear link to the Readiness objectives and outcomes outlined in the [Readiness Result Management Framework \(RRMF\)](#), which is the primary reporting tool the GCF Secretariat uses to track and measure the success of the Readiness Programme.

How disbursements by milestones works

Option 1. Direct Access by DAEs and Option 2. Access by a DAE through an entity that has entered into a Readiness Framework Agreement with the GCF

Upon the effectiveness of the Readiness financing agreement, the year 1 budget forecast as per the approved Readiness proposal can be requested to initiate Readiness activities. The remaining funds will be disbursed in accordance with the approved disbursement schedule and upon achievement of:

- (a) 70% of expenditure threshold of previous disbursement; and
- (b) progress against agreed results and milestones.

Flexibility in the disbursement schedule and percentages may be offered, depending on the project duration and approved funding, and such arrangements should be jointly discussed and agreed upon with the GCF Secretariat.

The following financial provisions may be included:

- (a) **Independent Evaluation:** Include a separate budget line for an independent evaluation that shall be carried at the conclusion of Readiness activities. This evaluation should be conducted by an external evaluator to assess the effectiveness of the readiness activities, their impact on the DAE's climate objectives, and their alignment with GCF outcomes. The evaluation will also capture lessons learned to inform and improve future Readiness initiatives.
- (b) **Project Management Cost (PMC):** PMC should be listed separately in the budget plan and broken down by category, including personnel such as Project Manager, Assistants, Procurement, Finance, and Support/Administrative staff, and other eligible costs. PMC covers direct administrative costs necessary to manage grants, applicable only to incremental costs from GCF funding.

The funding from GCF for PMC should not exceed the percentage of the total budget they finance. As per [GCF's policy on fees](#), budget limits for PMC for Readiness support to DAEs are capped at 7.5 per cent of the total deliverable and evaluation budget.

- (c) **Contingency:** Up to 3 per cent of the total activity budget may be allocated to address unforeseen or unplanned expenses during the implementation of readiness activities.
- (d) **Fee:** Up to 8.5 per cent of the total activity, evaluation, PMC, and contingency budgets may be requested in line with [GCF's Policy on Fees](#), with a detailed breakdown provided in the financial proposal. The proposed fee will be subject to review and negotiation,⁷ and will be determined based on the value of the Readiness support as well as overall portfolio of the delivery partner with the GCF. The actual fee will be calculated based on the actual incurred expenditure at the completion of the Readiness support.
- (e) **External Audit:** A provision to cover the cost of an independent, third-party financial audit of readiness resource utilisation. The audit is required annually, beginning from the project start date.

For Option 3. Access by a DAE through a GCF pre-qualified delivery partner based on the selection of the best technical and financial offers

Payments may be requested in tranches through submission of an invoice to the GCF Secretariat following completion of milestones, and submission of a progress report and approval by the DAE to proceed with payment. The final tranche is payable upon submission of all relevant standardized Readiness deliverables along with a completion report.

⁷ In alignment with GCF Fee Policy and in accordance with GCF/B.19/29, page 3, paragraph 20, the fee structure should reflect economies of scale. Entities managing more than five readiness grants are expected to leverage portfolio synergies and reflect resulting cost efficiencies in their fee requests.

Annex 1. GCF Strategic Plan 2024-2027: Targeted Results

The [Strategic Plan for 2024-2027](#) articulates how GCF will significantly enhance its support to developing countries, improve access and strive to deliver the highest levels of catalytic impact through its key assets – financial resources, partnerships, convening power, people and knowledge. The plan sets a comprehensive set of targeted results to be delivered over the 2024 to 2027 programming cycle, as follows:

1. More than 100 developing countries directly supported by GCF to advance the implementation of their NDCs, NAPs or LTS through integrated climate investment planning and/or developing high-quality climate project pipelines for GCF funding;
2. Doubling the number of DAEs with approved GCF funding proposals (FPs) through strengthened climate programming capacity and increasing the allocation of GCF resources through DAEs;
3. CIEWS: 50 to 60 developing countries particularly vulnerable to the adverse effects of climate change protected by new or improved early warning systems;
4. Food: Support for developing countries that results in 190 to 280 million beneficiaries adopting low-emission climate-resilient agricultural and fisheries practices, securing livelihoods while reconfiguring food systems;
5. Ecosystems: Support for developing countries that results in 120 to 190 million hectares of terrestrial and marine areas conserved, restored or brought under sustainable management;
6. Infrastructure: 45 to 60 developing countries supported by GCF to develop or secure low-emission climate-resilient infrastructure through systemic and/or country-driven resilience planning, funding and/or de-risking of investments, including those that draw on nature-based solutions or ecosystem-based approaches;
7. Clean Energy: 20 to 30 developing countries supported to expand access to sustainable, affordable, resilient, reliable renewable energy, particularly for hardest to reach, and/or to increase renewable energy sources in the energy mix;
8. Transport, buildings, industry: 18 to 25 developing countries supported to shift towards clean and efficient energy end-use for transport, building and industry sectors, including through electrification, decreasing energy consumption and novel solutions and emerging technologies for hard-to-abate sectors;
9. 40-70 approved proposals for adaptation projects, including for locally led adaptation action;
10. Support for developing countries that results in 900 to 1500 local private sector early-stage ventures and MSMEs provided with broad-based seed and capital for innovative climate solutions, business models and technologies, with a focus on adaptation, energy access and transport sectors and removing barriers for home-grown innovation; and
11. Support for developing countries that results in 90 to 180 national and regional financial institutions supported to access GCF resources, and other green finance, particularly for MSMEs.

