Readiness and Preparatory Support

Direct Access Proposal Template

DAE Support Window

Proposal title

Strengthening the capacity of the Caribbean Development Bank (CDB) to scale up climate finance flows in the Caribbean (37880)

Direct Access Entity

Caribbean Development Bank

* The full proposal, including the financial proposal and annexes, is available on the GCF Partner Platform.

Version Update: 15 Sep 2025 | Initial: 22 Sep 2024
Aligned with the Revised Readiness Results Management Framework

How to complete this template?

This proposal template is designed for Direct Access by Direct Access Entities (DAEs) for the DAE Support Window.

To assist with completing this proposal template, the GCF provides the following guiding documents available on the GCF website:

- **Guide for Direct Access Entities to Access Readiness Support**
- **Guide for Direct Access Entities on Strategic Planning of Readiness Support**

If the DAE opts for the Direct Access option under the DAE window[1], there is no need to complete the FMCA questionnaire, as accreditation already verifies the entity's financial capacity.

While this template allows DAEs to prepare the direct access proposal offline, please note that all information must be entered and officially submitted through the online submission platform in the **GCF Partner Portal**.

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[1] Within the DAE window, funding is provided to assist accredited DAEs as well as candidate DAEs in the advanced stages of the accreditation process. For candidate DAEs, this refers to the stage of resolving outstanding accreditation conditions subsequent to the Board's approval of accreditation.

Proposal Details

Title of the Direct Access Proposal

Strengthening the capacity of the Caribbean Development Bank (CDB) to scale up climate finance flows in the Caribbean

Total Approved Amount (in USD)

$999,999

Implementation Period (in months)

36 months

Country Information

☐ Single DAE

☐ Multi-DAE

Lead DAE

Caribbean Development Bank

Contact person

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Position

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Type of Access

● Direct Access by DAE

Participating DAE Information

If the proposal involves multiple DAEs (multi-DAE)– please list each one below, adding as many rows as necessary. The entry listed above serves as the lead for the multi-DAE proposal.

Participating DAE	Name of contact person	Contact person's position	Contact person's email	Budget

1. Summary of the proposal

The Caribbean Development Bank (CDB) is requesting readiness support from the Green Climate Fund (GCF) Direct Access Entity (DAE) Support Window to strengthen its capacity to develop, implement, and manage high-quality, multi-country climate programmes and projects across the Caribbean. Building on its recent accreditation upgrade from "small" to "medium" size, CDB aims to enhance its Environmental Sustainability Unit (ESD) and internal systems to mobilize climate finance at scale, address escalating climate impacts, and support Borrowing Member Countries (BMCs) in building adaptive capacity.

The proposed support directly contributes to GCF Readiness Objectives by strengthening CDB's institutional capacity as an Accredited Entity to access and deliver climate finance at scale. Specifically, the initiative:

- Enhances institutional frameworks and systems (Objective 1: Institutional strengthening and strategic frameworks; Outcome 1.3) through development of manuals, procedural guidelines, and operational tools aligned with GCF policies and standards, ensuring CDB maintains accreditation requirements and improves programming capacity.
- Builds technical capacity within CDB to design and implement high-quality, multi-country programmes (Objective 2: Paradigm-shifting pipeline development; Outcome 2.2) that integrate climate resilience, gender equality, and Indigenous Peoples' engagement, aligned with national priorities and GCF USP-2 targets.
- Improves coordination and stakeholder engagement (Objective 3: Knowledge-sharing and learning; Outcome 3.2) by fostering collaboration with National Designated Authorities (NDAs) and promoting inclusive, participatory processes, strengthening regional and South-South cooperation.
- Promotes cross-cutting priorities such as gender-responsive programming, environmental and social safeguards, and respect for Indigenous Peoples' rights (linked to Outcome 2.3) by embedding these considerations into project design and implementation systems.
- Supports pipeline development and implementation readiness (Objective 2; Outcome 2.3), enabling CDB to mobilize larger volumes of climate finance and deliver transformative outcomes for BMCs through improved oversight, financial management, and monitoring systems.

Expected results include the development of a larger, technically robust, and socially inclusive project pipeline, enhanced compliance with GCF standards, strengthened staff capacity and institutional systems, and improved stakeholder engagement across BMCs. Collectively, these outcomes will accelerate access to climate finance, enable transformative and inclusive climate action, and position CDB to respond effectively to evolving climate challenges while fostering resilience and sustainable development across the Caribbean.

2. DAE Context

Guidance

This section provides an overview o– the DAE context, including institutional capacity and accreditation status, priority areas for funding by the GCF and programming capacity. It also highlights the DAE's key challenges, pipeline as well as readiness needs and stakeholder engagement.

2.1 Institutional Context and Accreditation Track

Project/programme size

- Medium

Environmental & social risk category

- Category A

Financing modalities

- On-lending and/or blending (Equity)

CDB operates as a Direct Access Entity (DAE) for the Caribbean region, focusing on supporting social and economic development in small island developing states (SIDS). This include promoting private and public investment, mobilizing financial resources from within and outside the region, and providing technical assistance to its BMC. The Bank's accreditation scope covers project management, grant awards, and on-lending/blending instruments such as loans and equity. The accreditation scope also allows CDB to deliver project of medium size with environmental and social risk category up to A.

Accreditation stage

- Negotiation Finalized

The Caribbean Development Bank (CDB) is a regional financial institution accredited by the Green Climate Fund (GCF) since October 2016, with its Accreditation Master Agreement (AMA) effective from November 2018. The upgrades to its accreditation were approved October 21, 2024.

2.2 Entity Climate Priorities and Programming Capacity

The Caribbean Development Bank (CDB) prioritizes building climate resilience and advancing low-carbon development across its Borrowing Member Countries (BMCs). Its current portfolio, valued at over US$700 million, targets critical areas such as water security, renewable energy, blue economy development, social infrastructure resilience, and enhanced early warning systems. These thematic priorities aim to strengthen governance, improve infrastructure, and integrate climate adaptation and mitigation measures into national and regional development strategies. Looking ahead, CDB plans to expand its focus to energy infrastructure resilience, climate-smart agriculture and food security, resilient transport systems, and integrated water-energy-education initiatives, reflecting a comprehensive approach to addressing climate risks and promoting sustainable growth.

CDB's programming capacity as a Green Climate Fund (GCF) Accredited Entity has grown significantly, supported by its recent accreditation upgrade, which increased its project ceiling from US$50 million to US$250 million per programme. This enhanced capacity is demonstrated by a robust pipeline exceeding US$700 million, multiple proposals under development for GCF consideration, and successful mobilization of resources, including US$2.8 million in Project Preparation Facility grants and US$3.6 million in Readiness financing. These resources have strengthened institutional systems and supported BMCs in accessing climate finance. CDB also integrates cross-cutting priorities, such as gender equality, Indigenous Peoples' engagement, and environmental and social safeguards, into all stages of project design and implementation

To accelerate climate action, CDB is leveraging regional partnerships and multi-country programming to deliver transformative outcomes. Collaboration with National Designated Authorities (NDAs), Development Finance Institutions (DFIs), and regional entities enables co-investment platforms and knowledge-sharing across the Caribbean. This approach ensures alignment with country-driven priorities while promoting inclusive, participatory processes. By scaling engagement with GCF and embedding resilience, equity, and sustainability into its operations, CDB aims to mobilize larger volumes of climate finance and strengthen adaptive capacity across sectors critical to the region's development.

The Caribbean Development Bank's 10-Year Strategy (2026–2035), *Transforming the Caribbean for Resilience* places accelerating climate action at the center of its development agenda, recognizing that climate change represents the most significant threat to sustainable development in the Caribbean. The strategy focuses on strengthening social, economic, and environmental resilience through targeted investments including in climate-resilient infrastructure, sustainable energy systems, resilient water and food systems, and nature-based solutions that protect coastal and marine ecosystems. Within this framework, the Bank aims to scale up climate finance and expand the pipeline of bankable climate projects across its borrowing member countries, while supporting governments and private sector actors to integrate climate risk considerations into planning, budgeting, and investment decisions. Through strengthened partnerships with global climate finance mechanisms such as the GCF, CDB seeks to increase access to concessional resources for transformative mitigation and adaptation investments, including renewable energy deployment, sustainable transport systems, climate-resilient infrastructure, and ecosystem restoration. This strategic approach is further supported by capacity building, policy reforms, and innovative financing mechanisms that enable Caribbean countries to transition toward low-carbon, climate-resilient development pathways while safeguarding livelihoods and economic stability.

In support of these objectives, the Bank is working closely with the Government of Barbados, amongst several other CARICOM Member States, and the GCF Fund to establish the Regional Investment Platform for Catalysing Climate Action in the Caribbean. The platform aims to strengthen coordination among Caribbean countries, regional institutions, and development partners to accelerate the preparation and financing of transformative climate investments in the energy and transport sectors. It will complement CDB's ongoing efforts, including this readiness proposal, by supporting the identification and development of priority mitigation and adaptation projects, mobilising technical expertise for project preparation and structuring, and facilitating knowledge exchange across member countries to strengthen regional capacity to access and deploy climate finance.

The Caribbean Development Bank (CDB) maintains a diverse and highly skilled staff complement designed to support its role as the premier development finance institution for the Caribbean. This multidisciplinary team enables CDB to design, appraise, finance, and supervise development projects that advance sustainable growth across BMCs. The workforce typically includes professional staff such as economists, financial analysts, engineers, environmental and social safeguards specialists, gender and social development experts, procurement officers, project managers, and legal counsel, all responsible for driving CDB's lending and technical assistance operations. These professionals are supported by technical staff, research officers, and sector specialists in areas such as climate resilience, infrastructure, governance, and private sector development. Additionally, CDB employs administrative and operational personnel—including human resources, information technology, communications, and corporate services staff that ensure organisational efficiency and high-quality service delivery.

The CDB has several ongoing initiatives that directly complement this proposal and strengthen its overall institutional capacity. The Bank is currently implementing a new information management system to improve tracking of its project pipeline and implementation progress. It has also engaged a consultant to support business development and address key issues affecting pipeline identification, project preparation, and implementation across the Caribbean. In parallel, the CDB is advancing analytical work to support project preparation, including commissioning studies to inform the development of an e-mobility fund and potential to realise grid connectivity across the region. The Bank is also preparing a technical assistance project to support the revision of its Operational Policies and Procedures Manual (OPPM). This readiness support is critical, as it focuses on climate-related interventions that are primarily led by the Environmental Sustainability Division.

2.3 Past and Ongoing Readiness Grants (GCF and non-GCF) and PPF support

Please list past and current GCF readiness grants, and relevant capacity-building initiatives funded by other agencies and funds

GCF Readiness and PPF Activities

Title & Reference Number	Start and End Dates	Amount Approved	Status	Objectives	Key Outcomes & Results	Complementarity with the readiness proposal
Readiness Support for the Implementation of the IRMF for the Caribbean Development Bank CDB - DAE-RS-001	23 Nov 2022 - 22 Nov 2023	176,104	Completed	The objectives of the readiness project: • Strengthen CDB's project pipeline and readiness by ensuring the pipeline aligns with IRMF standards and building capacity for future pipeline expansion. • Enhance transparency and verification by enabling independent confirmation by the GCF Secretariat and contributing to improved performance, demonstrating compliance and readiness for GCF financing.	The readiness project strengthened the development of CDB's project pipeline, with several initiatives now reaching maturity. It enhanced the Bank's understanding of GCF requirements and built project development and Environmental and Social Safeguards (ESS) capacity, supporting future pipeline expansion and ensuring new proposals are developed in alignment with IRMF standards.	The current readiness will build on these achievements by further expanding CDB's capacity to develop and manage a pipeline of bankable. It will leverage the institutional systems, safeguards frameworks, and staff experience established through the previous readiness project to support the preparation of additional Funding Proposals, ensuring they meet GCF standards. This next phase will deepen technical expertise across departments, enhance stakeholder engagement, including with NDAs, Indigenous Peoples, and other partners and strengthen tools such as climate finance tracking and pipeline management.
Blue Co Caribbean Umbrella Coordination Programme - PPF075	23 May 2024 - 23 May 2026	1,169,130	Disbursed	Complete project preparation activities in support of Funding Proposal aimed at building a low-emission, climate-resilient, and sustainable blue economy in the region. Blue Co integrates climate	Draft Funding Proposal and key annexes with technical, financial, social, and environmental information.	This PPF, together with the proposed readiness support enables the CDB to advance country-specific priorities by enhancing institutional capacity, facilitating the identification and structuring of bankable projects, and

				adaptation and mitigation measures across seven key sectors.		ensuring these initiatives are aligned with national development goals and climate resilience strategies.
Scaling up the deployment of Integrated Utilities Services (IUS) to support energy sector transformation in the Caribbean (Phase I) - PPF047	1 June 2022 - 30 Apr 2024	810,498	FP Approved	Support the development of the Funding Proposal package for the IUS Programme.	Funding Proposal developed and approved by the GCF. FP275, titled Scaling up the Deployment of Integrated Utility Services (IUS) to Support Energy Sector Transformation in the Caribbean (Phase 1), supports Barbados, Belize, and Jamaica in expanding access to distributed renewable energy and energy efficiency through a utility-led approach. The programme aims to strengthen local utilities' capacity to deliver, operate, and maintain clean energy services at scale, improving energy security, affordability, and climate resilience while reducing greenhouse gas emissions. With GCF financing of approximately USD 26.7 million and co-financing of USD 42 million, FP275 establishes a replicable model for sustainable energy transformation in Caribbean Small Island Developing States.	This PPF, together with the proposed readiness support enables the CDB to advance country-specific priorities by enhancing institutional capacity, facilitating the identification and structuring of bankable projects, and ensuring these initiatives are aligned with national development goals and climate resilience strategies.
Transforming Finance to Unlock Climate Action in the Caribbean - PPF033	5 Apr 2021 - 4 Dec 2023	613,471	FP Submitted	Execute project preparation activities for a Funding Proposal to facilitate programme lending and support the transformation toward climate-informed lending by participating DFIs in Jamaica, St. Lucia and Belize	Completed Funding Proposal Package including several key annexes that provide detailed technical, financial, social, and environmental information.	This PPF, together with the proposed readiness support enables the CDB to advance country-specific priorities by enhancing institutional capacity, facilitating the identification and structuring of bankable projects, and ensuring these initiatives are aligned

						with national development goals and climate resilience strategies.
Climate Resilience of the Water Sector in The Bahamas - PPF035	5 Apr 2021 - 4 July 2024	718,422	Completed	Conduct project preparation activities for Funding Proposal to address climate change impacts on the water sector of The Bahamas.	Complete Funding Proposal Package including several key annexes that provide detailed technical, financial, social, and environmental information.	This PPF, in conjunction with the proposed readiness support, is critical to enabling the CDB to advance country-specific priorities by strengthening institutional capacities, identifying and structuring bankable projects, and ensuring alignment with national development and climate resilience strategies.

Other Capacity-Building Initiatives Funded or Commissioned by Parties Other Than GCF

Title	Start and End Dates	Status	Funding Agency	Main objectives	Complementarity with the readiness proposal

2.4 Past and Ongoing Funded Activity Implementation and Project Pipeline

Please briefly describe GCF-funded proposals/projects or programmes that the DAE has implemented, is currently implementing, and is in the process of conceptualising and preparing

GCF Funded Activities

Project Title	Status	Amount	Details	Complementarity with the readiness proposal
Scaling up of Caribbean Hydrometeorological and Multi-hazard Early Warning Services (CREWS) in Belize and Trinidad and Tobago - SAP063	Approved	24,117,448	SAP063, titled Scaling up of Caribbean Hydrometeorological and Multi-hazard Early Warning Services (CREWS), supports Belize and Trinidad and Tobago in strengthening hydrometeorological and multi-hazard early warning systems. The project aims to improve forecasting infrastructure, institutional capacity, and community-level risk communication and preparedness to enhance climate resilience. With GCF financing of USD 24.1 million and co-financing, SAP063 is expected to directly benefit approximately 1.2 million people and indirectly reach over 610,000 others.	The current readiness proposal complements SAP063 by building on the institutional and technical capacity established under the CREWS programme, particularly in areas of project design, safeguards compliance, and stakeholder engagement. It provides additional support to ensure new multi-country projects meet GCF policies, gender, SEAH/GBV, and Indigenous Peoples standards, while reinforcing implementation and reporting systems.
Scaling up the Deployment of Integrated Utility Services (IUS) to Support Energy Sector Transformation in the Caribbean (Phase 1) Programme - FP275	Approved	26,736,295	FP275, titled Scaling up the Deployment of Integrated Utility Services (IUS) to Support Energy Sector Transformation in the Caribbean (Phase 1), supports Barbados, Belize, and Jamaica in expanding access to distributed renewable energy and energy efficiency through a utility-led approach. The programme aims to strengthen local utilities' capacity to deliver, operate, and maintain clean energy services at scale, improving energy security, affordability, and climate resilience while reducing greenhouse gas emissions. With GCF financing of approximately USD 26.7 million and co-financing of USD 42 million, FP275 establishes a replicable model for sustainable energy transformation in Caribbean Small Island Developing States.	The current proposal complements FP275 by strengthening CDB's capacity to develop additional GCF-compliant projects and integrate safeguards, gender, SEAH/GBV, and Indigenous Peoples considerations. It also supports the implementation and reporting of FP275 in accordance with GCF requirements, ensuring transparency and compliance throughout the programme lifecycle. By fostering broader consultations across Borrowing Member Countries, the proposal enhances alignment with national priorities and contributes to a robust, bankable pipeline of climate finance projects in the Caribbean.

2.5 Challenges, Gaps, and Barriers

The DAE's primary challenge is the need for increased human resources to effectively support and expand the pipeline of high-quality GCF projects and programmes. Current staffing levels limit the Bank's ability to generate, appraise, and advance project ideas at the pace required, particularly given the technical depth needed across safeguards, gender, SEAH/GBV, and Indigenous Peoples engagement. These are areas where institutional procedures also require updating to deepen alignment with GCF/AF standards. This capacity constraint is compounded by limited technical resources among NDAs and regional stakeholders, underscoring the need for additional staff to provide hands-on support and coordination. Other barriers include the absence of a comprehensive climate finance tracking system, uneven familiarity with GCF processes across departments, and insufficient platforms for knowledge exchange, all of which further constrain efficient project preparation and institutional learning. In summary, this readiness aims to address the following challenges and barriers:

- Limited staffing restricts the Bank's ability to generate, appraise, and advance GCF project ideas effectively.
- Existing procedures require updating to align more closely with GCF and Adaptation Fund (AF) standards including in key areas such as safeguards, gender, SEAH/GBV, and Indigenous Peoples engagement.
- Regional actors lack sufficient capacity for project preparation and coordination.
- Need to develop a pipeline tracker and update climate finance monitor and track systems.
- Knowledge of GCF processes varies across units, divisions and departments, creating inefficiencies.
- Lack of formal mechanisms to share experiences and lessons learned constrains institutional learning and collaboration.

The development of Concept Notes (CNs) and full funding proposals for submission to the GCF and the Adaptation Fund (AF) is marred by several technical, institutional, and capacity-related challenges. These challenges occur across several stages of the project development cycle, including pipeline generation, project preparation, appraisal, and compliance with the environmental, social, and fiduciary standards required by international climate funds. Addressing these constraints is central to strengthening the Bank's ability to mobilize climate finance at scale for its Borrowing Member Countries (BMCs).

A primary challenge relates to limited human resources dedicated to climate finance project development. The technical requirements for preparing high-quality CNs and funding proposals are substantial, requiring specialized expertise across multiple disciplines including climate science, engineering, environmental and social safeguards, gender analysis, financial structuring, and economic appraisal. Current staffing levels constrain the Bank's ability to generate, develop, and advance a robust pipeline of climate projects at the pace required to meet both regional demand and the evolving programming opportunities of the GCF and other climate funds. In particular, the development of proposals that fully meet fund requirements for safeguards compliance, including gender equality, prevention of sexual exploitation and abuse and gender-based violence (SEAH/GBV), and Indigenous Peoples engagement, requires sustained technical inputs and coordination across multiple specialists. Limited internal human resources therefore restrict the Bank's ability to simultaneously support multiple countries in developing complex climate investments while also meeting internal appraisal and quality assurance requirements.

Institutional processes and procedures also present challenges in the preparation and appraisal of climate finance proposals. While CDB maintains robust fiduciary, environmental, and social systems, several internal procedures require updating. This includes strengthening internal guidance and operational processes in areas such as environmental and social safeguards, gender integration, SEAH/GBV risk management, and Indigenous Peoples engagement to ensure alignment with international best practices. Currently, project teams spend additional time and resources to adapt existing institutional processes to meet the GCF requirements during proposal preparation. This can create inefficiencies and lengthen project preparation timelines.

Another important challenge relates to limited understanding of the GCF procedures across units and departments within the Bank. While several operational units have developed experience working with GCF requirements, knowledge of the GCF programming modalities, proposal templates, and investment criteria is not yet fully institutionalised across all units, divisions and departments involved in project development. This has contributed to inefficiencies during the concept development and appraisal stages, particularly when cross-departmental coordination is required for project preparation. Strengthening internal knowledge of climate finance procedures and building a more consistent institutional understanding of GCF processes is therefore essential for improving the efficiency and quality of concept notes and funding proposals.

Technical and institutional capacity constraints also exist at the regional and national levels. Many NDAs, executing agencies, and sectoral institutions within BMCs face limited technical capacity for preparing bankable climate investment proposals. This includes constraints related to climate risk assessments, project feasibility analysis, financial structuring, safeguards documentation, and results framework development. As a result, CDB often plays a significant role in providing technical guidance and coordination during the early stages of project development. However, the Bank's limited staffing resources restrict its ability to provide the sustained, hands-on technical support required to move multiple national project ideas through the full pipeline development process.

Institutional systems for tracking and monitoring pipeline development also require strengthening. At present, the Bank does not have a comprehensive climate finance tracking and pipeline management system capable of systematically monitoring project concepts, proposal development progress, and climate finance mobilization across all departments and operational areas. The absence of an integrated pipeline tracker and climate finance monitoring system makes it more difficult to coordinate project development efforts, identify opportunities for collaboration across sectors, and track institutional performance in mobilizing climate finance.

Lastly, the institutional learning and knowledge sharing across the Bank remain constrained by the absence of formal mechanisms for capturing and disseminating lessons learned from climate project preparation and engagement with climate funds. While individual teams have gained valuable experience through engagement with the GCF and other financing mechanisms, this knowledge is not always systematically documented or shared across departments. The absence of an integrated pipeline tracker and monitoring system makes it more difficult to coordinate project development efforts, identify opportunities for collaboration across sectors, and track institutional performance in mobilizing climate finance. This limits the Bank's ability to continuously improve internal processes and build institutional expertise in climate finance mobilization. As such this readiness is proposing strengthening institutional systems for tracking and monitoring pipeline development.

2.6 Stakeholder Engagement

This readiness proposal reflects the priorities of CDB and was shaped through an inclusive, iterative stakeholder engagement process with stakeholders within the Bank and across its BMCs. The proposal leverages CDB's institutional expertise and integrates perspectives from key regional partners. Three main stakeholder groups were identified and engaged: (i) National Designated Authorities (NDAs) and national counterparts across BMCs, (ii) internal CDB departments and operational units responsible for project preparation and delivery, and (iii) regional stakeholder representatives, including Indigenous Peoples groups. These groups were selected based on their engagement with CDB and GCF processes, as well as their relevance to the Bank's operations.

Consultations with NDAs from BMCs were conducted as part of CDB's ongoing dialogue with its member countries to better understand the challenges they face in accessing climate finance. These consultations began as early as 2024 when this proposal was first developed, with more recent engagements carried out through bilateral discussions tied to specific projects and programmes, as well as ongoing programmatic collaboration between CDB and BMCs, including the development of Country Engagement Strategies. Through these interactions, NDAs highlighted barriers to accessing funding, limited technical capacity for project preparation, and challenges navigating funding proposal requirements. Stakeholders also emphasized the need for stronger support from CDB to translate national climate priorities into bankable investment proposals.

The design of the proposal also benefited from stakeholder engagement undertaken as part of CDB's broader institutional strategic planning process and from initial findings of the Multilateral Organisation Performance Assessment Network (MOPAN) assessment. As a result, the proposed activities place significant emphasis on strengthening project pipeline development by providing dedicated technical expertise for climate investment design and coordination between national, regional, and international partners.

Within CDB, extensive consultations were undertaken across several departments and operational units to ensure that the proposed activities are well aligned with the Bank's institutional processes and operational framework. Engagement included the Economics Department; the Social Sector Division, including specialists in gender equality, Indigenous Peoples, education, and health; the Economic Infrastructure Division; the Private Sector Division; the Environmental Sustainability Division; the Legal Department; the Finance Department; the Risk Management Unit; and the Procurement Division. These consultations were essential for assessing the operational implications of expanding CDB's engagement with the GCF and other climate finance sources, and for identifying the institutional adjustments required to mainstream climate finance access within the Bank's project development processes. Through this internal engagement, the proposal integrates cross-departmental inputs related to safeguards, financial structuring, procurement procedures, risk management, social inclusion, and private sector engagement.

Engagement with regional stakeholders included consultations with the Indigenous Peoples Advisory Group (IPAG), a regional platform composed of leaders representing Indigenous communities across the Caribbean. Discussions with IPAG provided valuable insights into the priorities, knowledge systems, and concerns of Indigenous Peoples related to climate change and development interventions. Their contributions informed the design of engagement approaches that emphasize inclusiveness, respect for traditional knowledge, and culturally appropriate consultation processes for future climate-related investments supported by the Bank.

Stakeholder engagement will continue throughout implementation to ensure effective delivery of the proposed activities. CDB will maintain regular dialogue with NDAs and national counterparts to align project development support with evolving country priorities and climate investment needs. Internal coordination across Bank departments will continue to ensure that lessons learned during the development and implementation of GCF projects and programmes are integrated into the Bank's operational procedures. In addition, engagement with regional stakeholder groups, including the Indigenous Peoples Advisory Group and other civil society organizations, will remain central to CDB's project cycle management.

2.7 Specific Readiness Needs

The readiness needs identified for the CDB focus on strengthening the Bank's institutional capacity, project preparation capabilities, and stakeholder engagement practices to better meet the requirements of the GCF. Key needs include updating internal processes and operational manuals to align with the policies and guidelines of the GCF; strengthening institutional systems for environmental and social safeguards, gender integration, and SEAH/GBV risk management; and improving frameworks for engagement with Indigenous Peoples and traditional knowledge holders.

A central priority of the readiness programme is enhancing CDB's capacity to develop and advance a robust pipeline of bankable climate projects and programmes. This involves strengthening the Bank's technical expertise to identify strategic project opportunities, prepare high-quality Concept Notes, and undertake Climate Vulnerability Risk Assessments and pre-feasibility studies that meet GCF investment criteria. To support these efforts, CDB requires strengthened institutional systems, including updated project preparation manuals aligned with GCF and AF guidelines, reinforced safeguards and gender frameworks, strengthened SEAH/GBV risk management procedures, and improved protocols for engaging Indigenous Peoples.

Additional readiness needs include targeted capacity-building support for National Designated Authorities (NDAs) and Borrowing Member Countries (BMCs) to ensure that pipeline development is demand-driven and aligned with national priorities. Internal training across CDB departments is also required to deepen staff understanding of climate finance processes and GCF operational requirements. Furthermore, the Bank requires the establishment of a functional pipeline management and climate finance tracking tool to improve coordination, monitoring, and reporting throughout the project development cycle. Strengthened knowledge exchange mechanisms are also necessary to facilitate continuous learning and collaboration with other accredited entities, thereby reinforcing CDB's ability to consistently deliver high-quality climate investment proposals.

The proposed readiness support directly addresses these institutional and capacity constraints through a targeted set of capacity-strengthening and institutional development activities. This project will support the engagement of additional specialized human resources dedicated to climate finance project development. These resources will expand the Bank's ability to generate and advance a stronger pipeline of climate investment concepts while providing technical expertise in critical areas such as safeguards, gender integration, SEAH/GBV risk management, and Indigenous Peoples engagement.

Further, this readiness support will facilitate the review and updating of key institutional procedures to strengthen alignment with the policies and operational requirements of the GCF. This will include the development of updated internal guidance, operational tools, and standardized procedures that can be consistently applied across project teams during concept development and funding proposal preparation.

This readiness will also strengthen institutional knowledge and capacity related to climate finance processes across CDB departments through targeted training programmes, workshops, and structured knowledge-sharing platforms. These activities will help ensure that staff across the Bank have a stronger understanding of climate fund requirements and are better equipped to integrate these considerations into project preparation and appraisal processes. Further, it will support the establishment of structured platforms for knowledge exchange and collaboration among internal units, divisions and departments, national stakeholders, and regional partners. These will help capture lessons learned, promote peer to peer learning, and enhance institutional coordination in the preparation and submission of concept notes and funding proposal.

3. Statement of Objectives

Guidance

This section aims to clearly define the objectives and scope of readiness support being sought. It outlines: (1) the anticipated impact of readiness support to establish and advance DAEs' capacities to effectively programme, implement and report on GCF-funded activities, as well as broader climate finance, and (2) specific areas of readiness support required, addressing capacity gaps and aligning with the objectives and outcomes of the 2024-2027 readiness strategy.

3.1 Objectives of the Readiness Support

The aim of this readiness project is to strengthen the CDB's capacity to mobilize climate finance at scale, improve project quality and compliance, and strengthen both internal and regional capacities for sustainable, transformative climate action. The objectives of the proposal are to:

- Strengthen CDB's capacity to develop a robust GCF pipeline of high-quality, multi-country GCF programmes and projects.
- Provide targeted support for the effective implementation and reporting of approved GCF-funded projects, including technical oversight, coordination, and adherence to environmental and social safeguards, gender equality, SEAH/GBV, and Indigenous Peoples engagement requirements.
- Address gaps in internal coordination, operational guidance, and procedural manuals to improve efficiency and effectiveness in project preparation and delivery, particularly in cross-cutting areas such as gender, safeguards, IP engagement, and stakeholder participation.
- Deliver hybrid training and mentorship to CDB staff, Project Coordinators, and external consultants to strengthen understanding of GCF processes and enable effective participation in programme/project design, development, and implementation.
- Integrate gender-responsive approaches and Indigenous Peoples' rights and knowledge into project design, ensuring culturally appropriate consultations, compliance with FPIC protocols, and alignment with CDB's Gender Equality Strategy and GCF policies.

Objective 1. Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment

☐ 1.1. Developing countries, through NDAs or focal points, have enhanced capacity to fulfil their roles, responsibilities and policy requirements, including coordination mechanisms to engage relevant stakeholders to develop, advance, and implement NDCs, NAPs and LTSs.

☐ 1.2. Developing countries design and implement strategic frameworks (including NDC/NAP/LTS), policies and instruments, including climate investment plans, to create enabling environments for integrated climate investments.

☒ 1.3. Direct access applicants and accredited entities (DAEs) have met and maintained the accreditation standards of the GCF and strengthened their programming capacities, as evidenced by the development of GCF-funded activities.

Objective 2. Paradigm-shifting GCF pipeline development and implementation for adaptation and mitigation, based on country needs and guided by USP-2

☐ 2.1. Developing countries have developed or updated their country programmes to guide GCF investment.

☒ 2.2. Developing countries have developed high-quality concept notes linked to approved GCF proposals for adaptation and mitigation that are aligned with the USP-2 results, including through DAEs, that build on readiness support and country programmes.

☒ 2.3. NDAs and DAEs have enhanced processes and systems to effectively oversee the implementation, financial management, monitoring and reporting of climate programmes and projects.

Objective 3. Knowledge-sharing and learning to enhance national and regional cooperation on climate programming and financing

☐ 3.1. Developing countries, through NDAs or focal points, have made use of knowledge products to address policy gaps and integrated climate investment programming and implementation.

☒ 3.2. Enhanced collaboration among developing countries on climate change issues, evidenced by transboundary and regional cooperations/South-South cooperation.

3.2 Anticipated Impact on Direct Access Entity Climate Programming and Implementation Capacity

The readiness support is expected to have a significant impact on both climate programming and CDB’s role as a Direct Access Entity (DAE). By strengthening the Bank’s capacity to develop, appraise, and implement GCF-compliant projects and programmes, the support will enable the preparation of a larger, higher-quality pipeline of multi-country initiatives, ensuring alignment with GCF policies, safeguards, gender, and Indigenous Peoples requirements. This will directly enhance CDB’s effectiveness as a DAE, improving its ability to mobilize international climate finance, meet reporting obligations, and implement projects efficiently and transparently. Furthermore, the support will foster institutional learning and capacity development within CDB and among Borrowing Member Countries, promoting standardized processes, stronger stakeholder engagement, and inclusive, transformative climate action. This will contribute significantly to accelerating the development of pipeline of bankable projects/programmes and access to climate finance from both the public and private sectors.

4. Approach, Methodology, and Implementation Activities

Guidance

Please describe technical approach, methodology, and implementation plan to address the country needs and gaps, through the Direct Access modality.

4.1 Theory of Change

The first step in articulating the programme's objectives as well as the logic behind the delivery of its intended results is the formulation of a TOC. Please provide a TOC which highlights key challenges being addressed, as well as the step-by-step pathways to achieving the expected results. Key steps to designing a TOC are outlined in the **RRMF Handbook**.

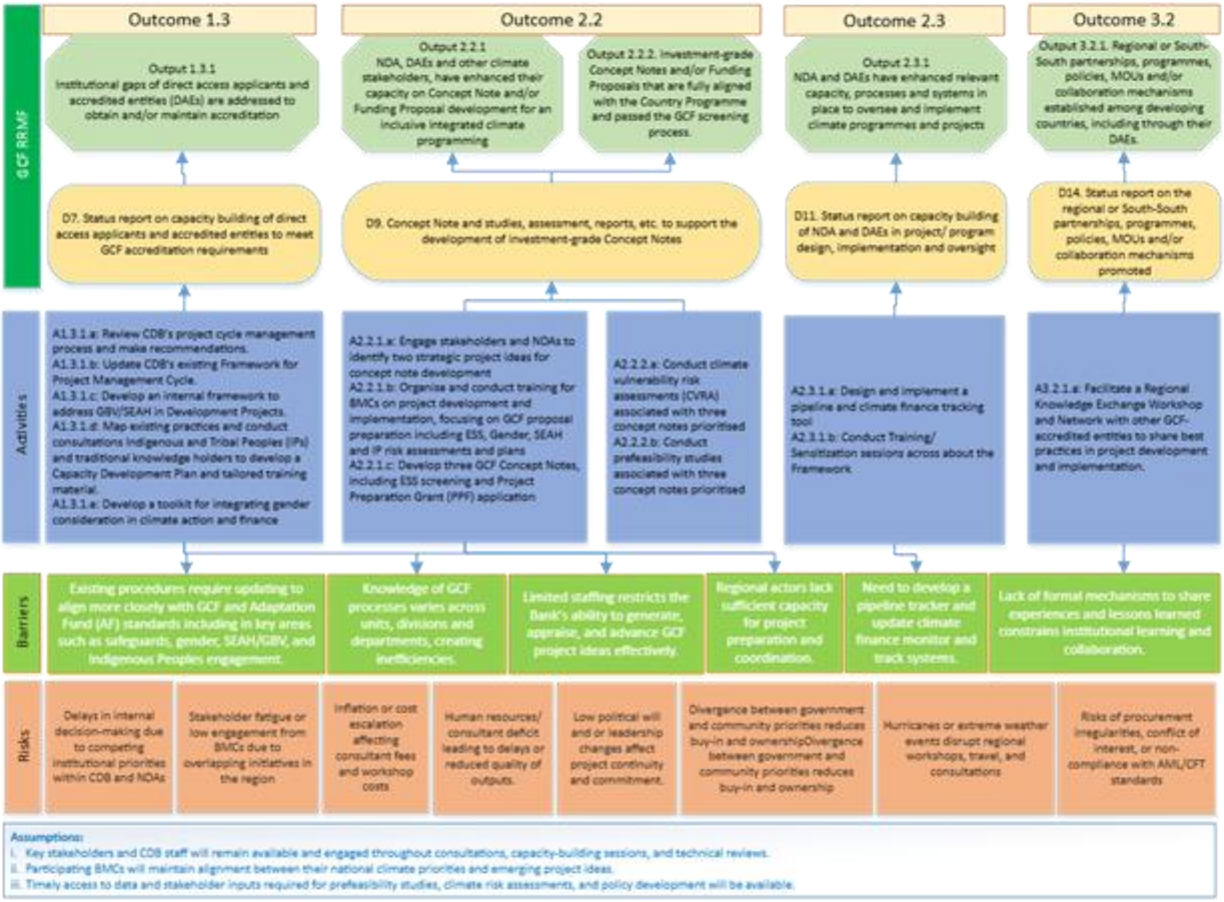
This Readiness is designed to strengthen the institutional capacity of the CDB and other key stakeholders to support planning, development and implementation of climate investments aligned with priorities of CDB's BMCs. The project is intending to deliver targeted capacity-building, strengthen institutional systems, improve project development capabilities, and enhance regional cooperation collectively support a paradigm shift toward climate-resilient, low-emission development across BMCs. The Theory of Change (ToC for this readiness project is anchored in the GCF three reinforcing objectives: (i) establishing an enabling environment for climate finance coordination and access; (ii) building a robust and investment-ready GCF project pipeline; and (iii) facilitating regional knowledge exchange and learning. These objectives directly contribute to improved institutional readiness, increased direct access to climate finance, and higher-quality climate programming that can leverage larger-scale public and private climate investments. The ToC posit that if the CDB invests in targeted capacity-building, strengthened frameworks and systems for ESS, Gender, SEAH, and IP, and tools for project development and climate finance tracking, then staff and key stakeholders will be better equipped to deliver high-quality, investment-ready climate projects aligned with national and regional priorities because an enabling environment will be created to aid in unlock climate finance at scale (See Figure 1). To this end, several activities are proposed, contributing to the three objectives of GCF Readiness Strategy 2024-2027.
Under Objective 1, the project will address systemic and institutional challenges that hinder CDB's ability realise climate programming at scale. Through Outcome 1.3, the readiness support strengthens CDB, as a regional DAE, by aligning its internal processes, safeguards, and programming systems with GCF and Adaptation Fund (AF) requirements. This includes targeted reviews and updates of project cycle management frameworks, development of new operational tools, and establishment of institutional policies that enhance gender integration and address GBV/SEAH risks across development operations. The outputs under this component rectify institutional gaps, ensuring that CDB maintains compliance with GCF accreditation standards by aligning CDB's project cycle with GCF/AF requirements, developing a comprehensive GBV/SEAH framework, and preparing a Capacity Development Plan for Indigenous and Tribal Peoples (IPs). This project will also facilitate the co-creation of a gender toolkit through consultative processes with internal and external stakeholders.

Objective 2 focuses on shifting regional climate programming from fragmented project development to strategic, investment-grade, country-led pipelines. This readiness will contribute to GCF's Outcome 2.2 and Outcome 2.3, which enhances institutional systems for monitoring, reporting, financial oversight, and project implementation. Specifically, this readiness will support the engagement of stakeholders in identifying strategic ideas, which should culminate in the development of three GCF Concept Notes and associated Project Preparation Facility (PPF) applications. The prefeasibility studies and climate vulnerability risk assessments will be conducted for pipeline projects. Additionally, it will support the execution of capacity-building workshops as well as enhance CDB's pipeline and climate finance tracking tool for overseeing climate programmes.

Objective 3 strengthens South-South cooperation by enhancing knowledge exchange and peer learning among Caribbean institutions and other developing-country accredited entities. Under Outcome 3.2, the project facilitates the establishment of a regional knowledge exchange platform that promotes continuous engagement on best practices in climate project development, accreditation maintenance, implementation, safeguards, gender integration, and Indigenous Peoples engagement. A Regional Knowledge Exchange Workshop will convene GCF-accredited entities and key stakeholders to share practical lessons, comparative institutional experiences, and innovative approaches to climate finance delivery. The resulting Lessons Learnt Report will provide a resource for continuous learning and serve as a foundation for future regional collaboration mechanisms. This objective complements the planned institutional strengthening and pipeline development outline under Objective 1 and 2.

Across all three objectives, the intervention is underpinned by several cross-cutting risks and assumptions that influence the successful delivery of project. It is assumed that key stakeholders and CDB staff will remain available and engaged throughout consultations, capacity-building sessions, and technical reviews. It is also assumed that participating countries will maintain alignment between national climate priorities and emerging project ideas. The achievement of deliverables also relies on timely access to data and stakeholder inputs needed for prefeasibility studies, climate risk assessments, and policy development. Key risks include potential delays in institutional consultations, limited availability of technical personnel, and challenges in coordinating multiple regional actors across diverse geographies. There is also the risk that travel, resource constraints, or competing national priorities could restrict participation in training workshops and knowledge exchange activities. Moreover, delays in securing necessary approvals or buy-in may affect the finalization of updated frameworks, gender and GBV/SEAH tools, and IP capacity development materials. To mitigate these risks, the programme will prioritize early scheduling, flexible hybrid consultation formats, close coordination with NDAs, and the use of existing assessments and regional knowledge resources to reduce data gaps.

Figure 1: Theory of Change



4.2 Implementation Activities

Please list all proposed activities under their corresponding outputs. For each activity:

- Assign a unique identifier using the format aligned with the output (e.g., activities under Output 1.2.1 should be labelled as 1.2.1a, 1.2.1b, 1.2.1c, etc.).
- Ensure these activity labels match those referenced in the Financial Proposal to maintain consistency and traceability.

- Provide a clear and detailed description of each activity, specifying the exact actions that will be undertaken.

Objective 1. Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment

☒ Outcome 1.3. Direct access applicants and accredited entities (DAEs) have met and maintained the accreditation standards of the GCF and strengthened their programming capacities, as evidenced by the development of GCF-funded activities.

☐ Output 1.3.1. Institutional gaps of direct access applicants and accredited entities (DAEs) are addressed to obtain and/or maintain accreditation.

Activities

1-3-1.a. Review CDB's project cycle management process and make recommendations vis-à-vis GCF/AF project cycle management process.
1-3-1.b. Update CDB's existing Framework for Project Management Cycle for GCF/AF funded projects/programmes
1-3-1.c. Develop an internal framework to address GBV/SEAH in Development Projects, including undertaking a desk review and benchmarking on SEAH policies from peer institutions and multilateral funds
1-3-1.d. Map existing practices and conduct consultations Indigenous and Tribal Peoples (IPs) and traditional knowledge holders in project development and implementation to develop a Capacity Development Plan and tailored training material.
1-3-1.e. Develop, via consultative process with internal and external stakeholders, a toolkit for integrating gender consideration in climate action and finance

Objective 2. Paradigm-shifting GCF pipeline development and implementation for adaptation and mitigation, based on country needs and guided by USP-2 programming targets

☒ Outcome 2.2. Developing countries have developed high-quality concept notes linked to approved GCF proposals for adaptation and mitigation that are aligned with the USP-2 results, including through DAEs, that build on readiness support and country programmes.

☐ Output 2.2.1. NDA, DAEs and other climate stakeholders, have enhanced their capacity on Concept Note and/or Funding Proposal development for an inclusive integrated climate programming.

Activities

2-2-1.a. Engage stakeholders and NDAs to identify strategic project ideas for concept note development
2-2-1.b. Organise and conduct training for BMCs on project development and implementation, focusing on GCF proposal preparation including ESS, Gender, SEAH and IP risk assessments and plans
2-2-1.c. Conduct climate vulnerability risk screening (CVRA) associated with three concept notes prioritised.
2-2-1.d. Conduct prefeasibility studies associated with three concept notes prioritised

☐ Output 2.2.2. Investment-grade Concept Notes and/or Funding Proposals that are fully aligned with the Country Programme and passed the GCF screening process.

Activities

2-2-2.a. Develop three GCF Concept Notes, including ESS screening and Project Preparation Grant (PPF) application

Objective 2. Paradigm-shifting GCF pipeline development and implementation for adaptation and mitigation, based on country needs and guided by USP-2 programming targets

☒ Outcome 2.3. NDAs and DAEs have enhanced processes and systems to effectively oversee the implementation, financial management, monitoring and reporting of climate programmes and projects.

☐ Output 2.3.1. NDA and DAEs have enhanced relevant capacity, processes and systems in place to oversee and implement climate programmes and projects.

Activities

2-3-1.a. Design and implement a pipeline and climate finance tracking tool
2-3-1.b. Conduct Training/Sensitization sessions across about the Framework

Objective 3. Knowledge-sharing and learning to enhance national and regional cooperation on climate programming and financing

☒ Outcome 3.2. Enhanced collaboration among developing countries on climate change issues, evidenced by transboundary and regional cooperations/South-South cooperation.

☐ Output 3.2.1. Regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established among developing countries, including through their DAEs.

Activities

3-2-1.a. Facilitate a Regional Knowledge Exchange Workshop and Network with other GCF-accredited entities to share best practices in project development and implementation.

4.3 Stakeholder Engagement Strategy

Throughout the development of this readiness proposal, extensive stakeholder consultations were undertaken to ensure that the identified gaps, challenges, and proposed solutions are grounded in the needs and priorities of CDB and its BMCs. Since June 2024, the project team has engaged staff from across departments, divisions and units within the CDB, including operations, environment, social, infrastructure, procurement, gender, legal and finance, through structured meetings and working sessions, and proposal review sessions. These consultations enabled an assessment of institutional capacity gaps related to project cycle alignment, gender and GBV/SEAH integration, Indigenous Peoples engagement, and climate project development. Parallel discussions were held with NDAs and other key regional stakeholders, allowing BMC representatives to highlight barriers such as limited project preparation capacity, insufficient access to climate data, and challenges in meeting GCF standards for ESS, gender, and IP inclusion. Feedback from these consultations directly informed the design of activities for supporting pipeline development and climate finance tracking tools. Over the period September to December 2025, additional internal consultations across various units, divisions and departments (Legal, Finance, Social, Risk, Environment, Economic Infrastructure, Projects, Strategy) of bank were conducted to update the proposal to satisfy the evolved GCF requirements of the Readiness Strategy 2024-2027. These sessions ensured that the revised proposal reflects the latest guidance on integrated results management and programming priorities under USP-2. During implementation, stakeholders will continue to play an active role through participatory workshops, technical validation meetings, training sessions, and country-level engagements. Their feedback will be systematically captured through consultation reports, post-training evaluations, and continuous dialogue facilitated by CDB's project coordination team. An inclusive consultative process is critical to updating the project cycle frameworks, gender and SEAH toolkits, IP capacity plans, and concept notes. Sustained transparent and responsiveness engagement is also critical to ensuring stakeholder ownership and the effective uptake and long-term sustainability of the systems and capacities strengthened envisioned.

4.4 Risk Assessment and Mitigation measures

Please describe potential risks and risk monitoring plan, as follows:

- Please list the key identified and potential risks as well as the mitigation measures proposed. The potential risks could include, for example, delays, disruptions, cost and market risks, inadequate coordination/participation, lack of political support, money-laundering/terrorist financing, and prohibited practices.
- Please indicate the probability of occurrence (low/medium/high) and impact level (low/medium/high) for each potential risk.
- If managed remotely, please describe the measures (mechanisms and controls) to be taken to identify, assess, monitor and mitigate any risk of money-laundering, terrorist financing or prohibited practices.
- Please describe the measures (mechanisms and controls) to be taken for activities within the proposal to identify, assess, monitor and mitigate any risk of money-laundering, terrorist financing, prohibited practices and other integrity matters.

Risk Category	Specific risk(s) / Risk(s) description	Probability of occurrence	Impact level	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Operational	Delays in internal decision-making due to competing institutional priorities within CDB and NDAs	Medium	Medium	(i) Establish clear internal coordination mechanisms for timely review and approval; (ii) Maintain regular updates to senior management to ensure prioritization of readiness activities.	CDB, NDAs
Operational	Stakeholder fatigue or low engagement from BMCs due to overlapping initiatives in the region	Medium	Medium	Guided by the Stakeholder Engagement Plan, ensure continuous communication, provide clear value-added, coordinate with other regional initiatives to avoid duplication.	CDB, NDAs
Financial	Inflation or cost escalation affecting consultant fees and workshop costs	Low	Medium	Retain readiness funding in USD; negotiate fixed-price contracts; adjust scope if needed to stay within budget.	CDB
Environmental	Hurricanes or extreme weather events disrupt regional workshops, travel, and consultations	High	Medium	Avoid scheduling activities during peak hurricane season; utilize virtual and hybrid participation options; ensure contingency plans are embedded in the workplan.	CDB, NDAs
Operational	Difficulty in identifying consultants with specialized expertise in GCF ESS, gender, SEAH, IP, and climate finance	Medium	Medium	Advertise regionally and internationally; use clear evaluation criteria; consider frameworks or long-term agreements with prequalified experts.	CDB

Reputational	Risks of procurement irregularities, conflict of interest, or non-compliance with AML/CFT standards	Low	Medium	Apply CDB procurement and financial management rules; maintain rigorous internal audits; adhere to GCF fiduciary standards and established oversight mechanisms.	CDB
Political	Low political interest or shifts in political leadership or priorities in BMCs affecting participation or approvals	Low	Medium	Engage policymakers early; demonstrate benefits for national climate finance access; provide targeted briefings to decision-makers; Maintain close coordination with NDAs; ensure activities align with National Development Plans and existing policies to retain continuity despite political changes.	CDB, NDAs

5. Logical Framework (output)

Guidance

Please complete the logical framework in the separate document.

Objective: Capacity-building for climate-finance coordination and setting up the enabling environment for integrated climate investment.

Outcome: Direct access applicants and accredited entities (DAEs) have met and maintained the accreditation standards of the GCF and strengthened their programming capacities, as evidenced by the development of GCF-funded activities.

Output: Institutional gaps of direct access applicants and accredited entities (DAEs) are addressed to obtain and/or maintain accreditation.

Indicator: Number of direct access applicants and accredited entities (DAEs) with capacity, systems, policies and tools that are compliant with GCF accreditation requirements.

Please provide the number of entities benefitted from the country window or DAE window

Unit: No. of Entities

Accreditation Support	Baseline	Target
Post-Accreditation Support	0	1

Expected Deliverables

☒ Status report on capacity building of direct access applicants and accredited entities to meet GCF accreditation requirements.

Objective: Paradigm-shifting GCF pipeline development and implementation for adaptation and mitigation, based on country needs and guided by USP-2 programming targets.

Outcome: Developing countries have developed high-quality concept notes linked to approved GCF proposals for adaptation and mitigation that are aligned with the USP-2 results, including through DAEs, that build on readiness support and country programmes.

Output: NDA, DAEs and other climate stakeholders, have enhanced their capacity on Concept Note and/or Funding Proposal development for an inclusive integrated climate programming.

Indicator: Number of studies, assessments, and other actions undertaken to support the development of investment-grade Concept Notes and/or Funding Proposals.

Please provide the number of studies, assessments, and other actions to develop CN/FP

Unit: No. of Studies/assessments

Conducted to	Baseline	Target
Conducted for both GCF and Others	0	3

Output: Investment-grade Concept Notes and/or Funding Proposals that are fully aligned with the Country Programme and passed the GCF screening process.

Indicator: Number of Concept Notes and/or Funding Proposals developed that are fully aligned with the Country Programme.

Please provide the CN/FP developed
Unit: No. of Projects

Project Submission Type	Baseline	Target
Concept Note	0	3

Expected Deliverables

☒ Concept Note and studies, assessment, reports, etc. to support the development of investment-grade Concept Notes.

☐ Funding Proposal and studies, assessment, reports, etc. to support the development of investment-grade Funding Proposals.

Outcome: NDAs and DAEs have enhanced processes and systems to effectively oversee the implementation, financial management, monitoring and reporting of climate programmes and projects.

Output: NDA and DAEs have enhanced relevant capacity, processes and systems in place to oversee and implement climate programmes and projects.

Indicator: Number of NDA and DAEs reporting enhanced processes and systems, knowledge and skills that advance their programme/project implementation, financial management, monitoring and reporting, and compliance with GCF standards and policies.

Please provide the number of NDAs/DAEs advancing their programme/project of GCF Funded Activities
Unit: No. of Entities

Institution Roles	Baseline	Target
DAE	0	1

Expected Deliverables

☒ Status report on capacity building of NDA and DAEs in the Country/Region in project/ program design, implementation and oversight.

Objective: Knowledge-sharing and learning to enhance national and regional cooperation on climate programming and financing.

Outcome: Enhanced collaboration among developing countries on climate change issues, evidenced by transboundary and regional cooperations/South-South cooperation.

Output: Regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established among developing countries, including through their DAEs.

Indicator: Number of regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established.

Please provide the number of regional, multi-regional, South-South partnerships established or strengthened
Unit: No. of Regional Partnerships

Effectiveness Status	Baseline	Target
Strengthen	0	1

Expected Deliverables

☒ Status report on the regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms promoted by the Country or Region.

6. Implementation Arrangements

6.1.1 Partnering under Direct Access
CDB will directly lead the implementation and execution of the proposed DAE Support Readiness Project. CDB will therefore be responsible for all aspects of project management including, inter alia: financial management; procurement and contract management; supervision and quality assurance of the work done by external consultants; monitoring and reporting; and project completion and closure in accordance with the legal agreement between CDB and GCF. The Bank has ample experience implementing and executing GCF Readiness projects/grants as well as other technical assistance projects and has sufficient capacity to lead the delivery of the proposed DAE Support Readiness Project. Implementation will be guided by CDB's operational procedures, which includes structured work planning, activity-based budgeting, and regular performance monitoring and reporting. CDB will oversee implementation of the readiness project through routine coordination meetings, review of deliverables, and continuous engagement with key stakeholders, both internal and external to the Bank. During implementation of this readiness, CDB will also leverage its long-standing relations with its BMCs. The Environmental Sustainability Division (ESD) has the overall responsibility within CDB for ensuring the Bank fulfils its annual reporting obligations to the GCF Secretariat. Annual progress reports will include, *inter alia*: (i) a summary of the overall implementation progress; (ii) updates on the preparation/completion of deliverables and achievement of results (in line with the agreed logical framework and targets included therein); (iii) an overview of financial performance; (iv) an annual audited financial report in line with GCF requirements/templates, to be completed by a qualified independent auditor to be contracted by CDB; and (v) a description of any deviations from the implementation plan, including the measures taken by CDB to minimise the extent to which such deviations affect the achievement of results. CDB will submit the annual progress reports by/on the same date each year, which will be agreed in the respective legal agreement. CDB will include an additional section in the second (of three) annual progress report that will provide a broader mid-term review of implementation progress. This will include, *inter alia*: (i) an assessment of the adequacy of the initial programme design; (ii) an evaluation of the progress made toward achieving programme objectives; (iii) an overview of any challenges encountered and measures taken to address them; and (iv) an assessment of whether/how the implementation of activities in the third and final year will be adjusted to maximise the beneficial results of the programme in line with its objectives and intended outcomes. The ESD will bear overall responsibility within CDB for ensuring the Bank completes and submits a Completion Report for the proposed DAE Support Readiness Project. The Completion Report will include, *inter alia*: (i) a comprehensive overview of the outcomes achieved through the project, including the timeliness with which all deliverables were completed; (ii) an assessment of the successes and challenges experienced during the implementation of the project, as well as the factors that contributed to these successes and challenges; and (iii) a final overview of the financial performance of the project. CDB will finalise and submit the Completion Report within three (3) months after the end of project implementation and will submit it to the GCF Secretariat together with the third/final audited financial report. CDB will be responsible for all reporting to the GCF, including biannual progress reports, annual audited financials, interim financial management updates, procurement summaries, and the Readiness Completion Report.

6.1.2 Framework Agreements

N/A

6.2 Organisation and Staffing

In this chapter, propose the structure and composition of your team. Consider including a visual depiction of the programme team through an organisational chart, depicting reporting responsibilities. List the main disciplines, key experts responsible, and technical and support staff, including their relevant past experience, using the form below.

Please also include any details on any other relevant group of stakeholders, such as steering committees, technical teams, tasks force, coordination mechanisms, PMC structure, etc.

For these groups, describe their composition, decision-making processes, operational procedures, terms of reference (if any) and how the DAE will manage or oversee these units to ensure fulfillment of its obligations.

Name of staff	Organization	Area of Expertise	Position Assigned	Task Assigned	Base Country During Assignment
Staff-Consultant	Consultant	Project Development	Project Developer	Provide overall coordination across activities of this DAE Readiness. This consultant will support D9.1–D9.4 (contribute, review, approved and coordinate CDb's team inputs), lead concept note and PPF application development (D9.5), co-facilitate workshops ((D9.2)), and lead coordination, execution and facilitation of training and knowledge exchange activities (D11.2 and D14.1).	Barbados

Consultant (Project Management Cycle)	Consultant	Project Development and Management	Consultant	Lead the assessment CDB's project cycle against GCF/AF requirements, developing recommendations, and updating the Project Management Cycle Framework (D7.1–D7.2).	Barbados
Gender Consultant	Consultant	Gender and Social Mainstreaming	Gender Specialist	Developing a GBV/SEAH framework; Providing recommendations for a SEAH Policy and Action Plan; Supporting stakeholder validation workshop; Designing a Toolkit for integrating gender considerations; Leading two consultation/validation workshops	Barbados
Indigenous Peoples (IPs) and Traditional Knowledge Consultant	Consultant	Indigenous Peoples Engagement and Capacity Development	Indigenous Peoples (IPs) and Traditional Knowledge Consultant	Stakeholder engagement with IPs and traditional groups; Developing a Capacity Development Plan; Designing tailored training materials; Producing training session reports; Three national-level stakeholder engagement sessions with IPs/tribal peoples; Support for mapping traditional practices; Local community engagement	Barbados
Final Evaluation Consultant	Consultant	Evaluation	Final Evaluation Consultant	Conducting final evaluation and preparing evaluation report	Barbados
Auditor	Consultant	Audits	Independent External Auditor	Annual audit of readiness project	Barbados
Consultant Pipeline and Climate Finance Tracking Tool Developer	Professional Service Firm	Programming and Software Developer	Pipeline and Climate Finance Tracking Tool Developer	Designing pipeline management and climate finance tracking tool; Delivering one validation and operationalization workshop	Barbados
Consulting Firm	Consultant	Project Development, CRVA, Feasibility Study, ESS, Gender	Pipeline Development	Lead technical partner, responsible for delivering scoping and stakeholder consultation reports (D9.1); regional training workshop and report (D9.2); undertake Climate Vulnerability and Risk Assessments (D9.3) and prefeasibility studies (D9.4); and support the preparation of the concept notes and associated PPF applications (D9.5). The firm will also support the delivery of training and knowledge exchange outputs under D11.2 and D14.1	Barbados

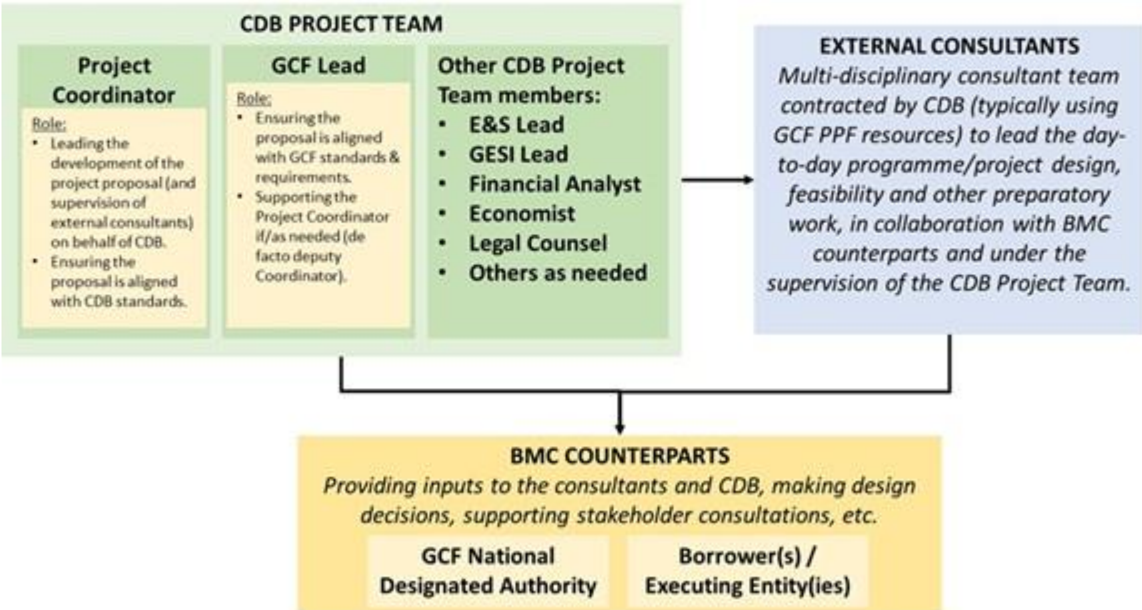
Overall oversight, coordination, and quality assurance will be provided by CDB's Environmental Sustainability Division (ESD), which will work closely with project, finance, procurement, and legal teams to ensure full compliance with the Bank's fiduciary, procurement, and safeguards systems. The ESD will also maintain active coordination with National Designated Authorities (NDAs) and Borrowing Member Countries (BMCs) to ensure alignment with national priorities and strengthen country ownership.

Implementation of the readiness support will be driven by a Pipeline Development Group, established to expand CDB's internal capacity for climate project preparation and programming. This group will comprise of CDB staff member and a dedicated GCF Lead Consultant responsible for advancing priority pipeline initiatives. Their work will be complemented by a consulting firm tasked with undertaking climate vulnerability and risk assessments, pre-feasibility studies, and supporting the development of project concepts in alignment with GCF policies, standards, and investment criteria. In parallel, another consultant will update CDB's project and programme preparation procedures, facilitate South–South knowledge exchange, and deliver targeted capacity-building activities to strengthen institutional understanding of GCF requirements.

The implementation approach is intentionally designed to build sustained institutional capacity rather than short-term outputs. Central to this is the engagement of a full-time staff consultant (GCF Lead Consultant) embedded within CDB's multidisciplinary project development and appraisal teams, which typically include economists, engineers, environmental and social specialists, gender experts, financial analysts, procurement and risk specialists, with legal and private sector expertise mobilised as needed (See Figure 2). This embedded model enables hands-on skills transfer while directly contributing to pipeline development, ensuring that the readiness support strengthens the Bank's long-term ability to design and deliver climate investment programmes. The staff consultant will work in close coordination with the consulting firm to ensure coherence between analytical work, project preparation, and institutional strengthening efforts.

Additional targeted expertise will be mobilised to complement the technical leadership of the Pipeline Development Group. This includes specialists in gender equality, social inclusion, stakeholder engagement, and climate finance systems. A Gender Specialist will develop a GBV/SEAH Framework and Gender Integration Toolkit, while Indigenous Peoples and Traditional Knowledge experts will lead inclusive stakeholder engagement processes and prepare a Capacity Development Plan. A professional services firm will design and operationalise a pipeline and climate finance tracking system. These experts will not only deliver technical outputs but also support institutional learning through training, validation workshops, and stakeholder consultations, thereby strengthening safeguards integration and enhancing the inclusiveness and quality of project preparation. Independent oversight will be ensured through the engagement of an External Auditor and an Evaluation Consultant to conduct annual audits and a final evaluation.

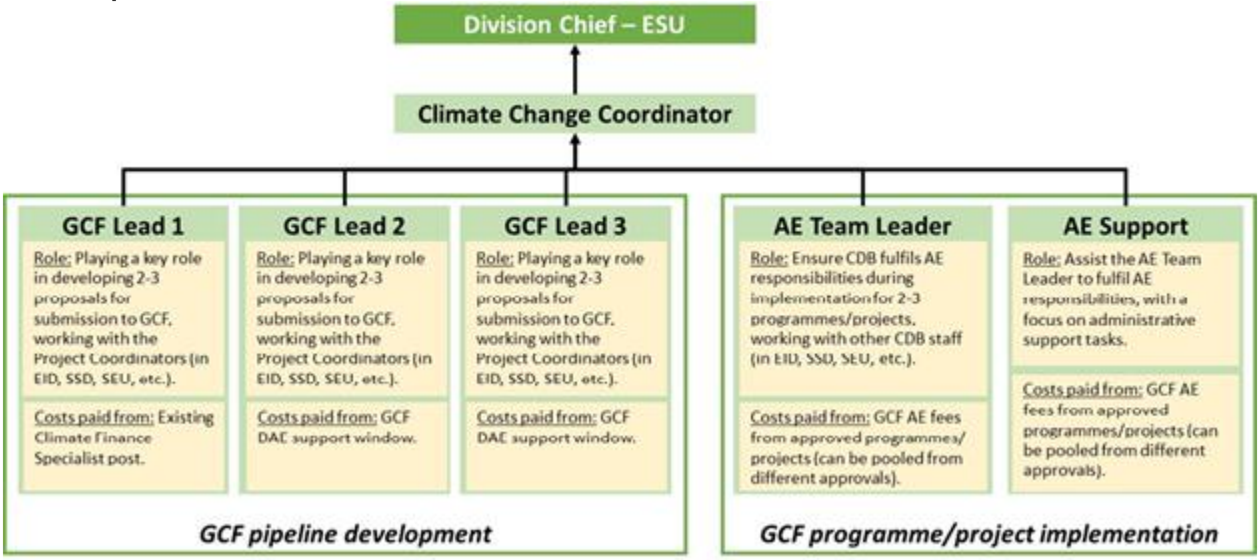
Figure 2. Role of the GCF Lead within the broader CDB Project Team



All outputs generated under the readiness programme will be fully integrated into CDB's operational systems and owned by the Bank to ensure sustainability beyond the life of the project. Where short-term technical inputs are required, internal resources will be allocated to maintain continuity and sustain momentum in pipeline development. At present, climate-related functions within CDB are supported by a small team, including a Climate Change Coordinator, a Climate Adaptation Specialist within the Pipeline Development Group, and a Climate Finance Expert

who supports engagement with the GCF and Adaptation Fund while tracking climate finance across the portfolio and assisting BMCs. Despite these efforts, capacity constraints persist. This readiness support will address these gaps by adding specialised expertise and strengthening the institutional framework required to systematically develop and advance a robust pipeline of climate investment oppoertunities.
The embedded staff consultant will be situated within the Environmental Sustainability Division, which leads the Bank's work on climate change, environmental management, and disaster risk management, and serves as the primary interface with major climate funds such as the GCF, Adaptation Fund, GEF, and FRLD. Positioning the consultant within this division will enhance coordination across climate finance streams, improve knowledge integration, and strengthen CDB's ability to manage a coherent and scalable pipeline of climate projects and programmes. See Figure 3 for the vision to establish a fully functioning Pipeline Development and Programme Implementation apparatus.

Figure 3. Proposed structure for the CDB 'GCF Team' within ESU

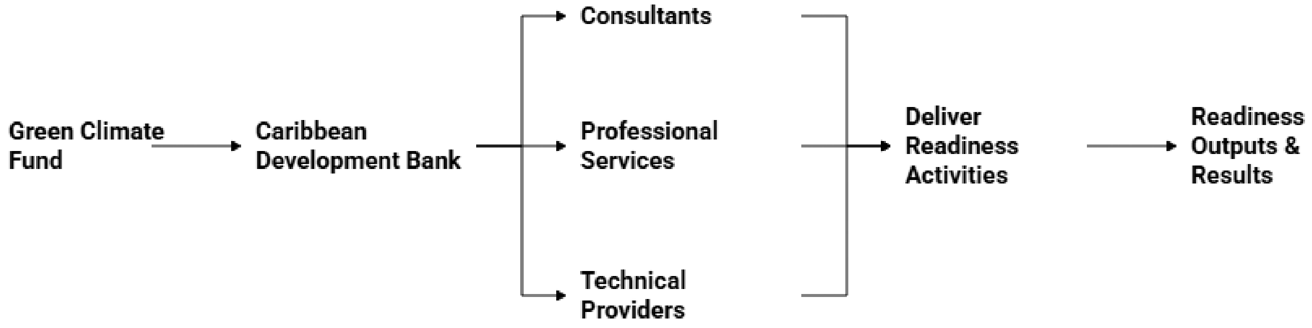


6.3 Fund flow arrangements

The GCF readiness grant will flow directly from GCF to CDB as the designated delivery partner for this initiative. These resources will be held in a GCF project account (in the form of a ledge account) as defined in the AMA between the CDB and GCF. As the grant recipient, CDB will assume full fiduciary responsibility for the management and disbursement of funds. The Bank will oversee all aspects of implementation, including the procurement of goods and services, contracting consultants and vendors, and the recruitment of staff required for the implementation of the project activities. This approach ensures that all activities are conducted in line with CDB's established financial management, procurement, and accountability frameworks, which are consistent with GCF requirements. The funds will be held in United States Dollars (USD) to minimize exchange rate risks. Further, contracts will be denominated in USD.

No portion of the readiness grant will be on-granted to third parties. Instead, CDB will retain direct oversight of expenditures to ensure efficiency, transparency, and alignment with the approved workplan and budget. The Bank's internal monitoring, financial controls, and reporting mechanisms will be applied throughout implementation, ensuring that resources are directed exclusively toward the delivery of agreed deliverables and outputs. This approach minimizes fiduciary risk, strengthens accountability, and ensures that the readiness support achieves its intended objectives in a timely and effective manner.

Figure 4: Funds Flow



7. Monitoring, Evaluation and Reporting

Guidance

The RRMF has been revised to align with the objectives and outcomes outlined in the 2024-2027 readiness strategy, with the view to (1) simplify and streamline monitoring and reporting procedures; (ii) appropriately capture and reflect the systemic approach and strategic, programme-based methodology for planning and implementing readiness support; and (iii) establish a clear connection between readiness support and the enhanced programming capacities of developing countries and DAEs to effectively access and utilise climate finance.

Please note that there are as per the Revised RRMF, there are two levels of monitoring and reporting. The first is at the programme/project level, and the second is at the Country level. Outlined below are the monitoring and reporting requirements and responsible parties.

7.1 Programme Monitoring and Reporting (Output-Level)

Responsibility & Tasks:

- In the case of direct access, the DAE or a Framework Agreement (FWA) holder is responsible for monitoring the programme/project's implementation and preparing relevant reports that detail the progress of output-level results and deliverables as articulated in the programme/project logframe.

Financial Reporting:

- Regular financial reporting is the principal reporting mechanism under Readiness. Reports should provide an overview of funds received and expended and a comparison of planned versus actual expenditure with rationale for any variances. All financial reports must be presented in USD, in line with the approved programme budget. The detailed reporting requirements, including content and format, will be specified in the implementation-related templates.

Reporting Frequency:

- Annual progress reports, including financial reporting, are to be submitted to the GCF Secretariat by 31 March of each year, unless otherwise agreed to in the respective legal agreements. Upon project closure, a completion report must be submitted within three months of the completion of the activities

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.2 Financial Audits

Responsibility:

- Independent, third-party auditor commissioned by [choose appropriate] the DAE or FWA holder in case of direct access, or by the delivery partner if chosen from the GCF pre-qualified pool through mini-tenders.

Task:

- Regular financial audits to ensure responsible and transparent fund management, preventing misuse or mismanagement and ensuring compliance with GCF and national requirements.

Reporting Frequency:

- Annual financial audit reports must be submitted to the GCF Secretariat by 31 March of each calendar year, unless an alternative frequency and deadline is agreed upon at the conclusion of the legal agreement. The completion financial audit report to be submitted to the GCF Secretariat within three months of completing the activities.

Please confirm which type of auditor will be selected and provide any details

○ Private sector auditor Auditor

(If Public Auditor (such as Country Supreme Audit Institution (SAI) or other)):

N/A
N/A

☒ By checking this box, I acknowledge awareness of financial audit responsibilities, including frequency

7.3 Mid-Term Review (if the programme is four years)

This will align with the Year 2 annual progress report; a separate mid-term report is not required. Instead, a specific section in the Year 2 annual progress report will focus on the assessment of the adequacy of the initial design of the four-year programmes, the evaluation of the progress made towards achieving project objectives, and the review of the effectiveness of the delivery partner (if selected from the GCF pre-qualified pool). It will also identify any challenges encountered. The findings from this review will be used to make necessary adjustments to the project implementation plan in Years 3-4.

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.4 Final Evaluation

Responsibility:
- An independent evaluator will be commissioned by the DAE, or a FWA holder, in case of direct access

Task:
- Upon completion of the project implementation period, an independent evaluation will be conducted to assess the overall impact of the readiness activities. This evaluation will measure the contribution of these activities to the country's objectives and GCF outcomes, guided by the GCF Evaluation Policy and Standards. It will include an impact assessment and document lessons learned to inform future project planning and readiness support. If the country selects two programmes, the GCF Secretariat and the country may consult to explore the rationale and feasibility of conducting a single evaluation for both programmes.

Reporting Frequency:
- The final evaluation report will be submitted to the GCF Secretariat within three months of completing the Readiness activities.

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.5 Sanctions and Restrictive Measures

As of December 10, 2025, there are no United Nations Security Council (UNSC) sanctions currently in force against The Bahamas, Barbados, Grenada, Guyana, Saint Kitts and Nevis, or Trinidad and Tobago. These countries are not subject to comprehensive or country-specific UNSC restrictive measures, such as arms embargoes, travel bans, or asset freezes.

7.6 Grievance Redress Mechanisms
Mechanisms exist for stakeholders, including anonymous persons, to report allegations of wrongdoing (whistle-blower protection) at both the GCF and CDB levels. • GCF Independent Redress Mechanism (IRM): Provides an independent, transparent process for individuals, groups, or communities affected by GCF projects to file complaints. Submissions can be made by email (irm@gcfund.org), voice/video, or online form (https://irm.greenclimate.fund/case-register/file-complaint) in English or local language. • CDB Complaints Mechanism: Managed by the Head of the Office of Integrity, Compliance, and Accountability. Complaints, including fraud or corruption, can be submitted via online portal, hotline (770-409-5029), phone (246-539-1777), email (ica@caribank.org; anticorruption@caribank.org; projectscomplaints@caribank.org), or mail: Head, Office of Integrity, Compliance and Accountability, Building A, Caribbean Development Bank, P.O. Box 408, Wildey, St. Michael, Barbados The CDB Projects Complaints Mechanism ensures accountability, manages social and environmental risks, and strengthens stakeholder relationships. It aligns with the ESRP, which sets standards to anticipate, mitigate, or compensate for adverse impacts, build member country capacity, and provide clarity on responsibilities for managing environmental and social risks.

8. Budget

8.1 Budget
The DAE (for the DAE Support Window) is required to prepare and submit the Budget for the proposal period. Please complete the Budget using the specified Excel template. As necessary, provide an accompanying narrative (text) explanation in this section of the proposal. If not necessary, please indicate "Refer to the Excel file". The Budget must include a disbursement schedule linked to deliverables and aligned with the Implementation Plan. Use the Budget narrative to explain and justify the figures as needed. Download template
Budget plan (please complete in the separate document) While developing the budget, please consider the ineligible costs as per page 13 of the Initial Guide for Countries to Access Readiness Support

9. Other relevant information

9.1 Exit and Sustainability Strategy

The exit and sustainability strategy focuses on strengthening and embedding capacity within the systems and practices of CDB and its key stakeholders. Targeted trainings on project cycle management, ESS, gender, SEAH, Indigenous Peoples safeguards, and project development will equip CDB staff and partners with the competencies required to design and implement climate change projects at scale. These trainings are reinforced by practical frameworks and tools, including the updated project management framework, gender toolkit, GBV/SEAH framework, Indigenous Peoples Capacity Development Plan, and the climate finance tracking tool, which will be fully integrated into institutional procedures and operations of the CDB. Their continued use beyond the life of the project will support CDB's broader mandate and enhance its ability to access and manage climate finance from the GCF and other sources.

All capacity-building initiatives are tailored to the needs and operational realities of CDB and its Borrowing Member Countries (BMCs) to ensure relevance, ownership, and the long-term sustainability of results. Stakeholder consultations, culturally appropriate engagement with Indigenous and Tribal Peoples, and the incorporation of BMC priorities help ensure that the tools, training, and deliverables produced through this readiness remain contextually grounded and widely adopted across the region.

To avoid any potential conflicts of interest stemming from CDB's dual role as both Delivery Partner and an accredited entity, the prioritisation of investments and project ideas under this readiness grant will be guided by an inclusive and transparent consultation process. Strategic priorities will be identified through broad engagement with relevant national stakeholders, including NDAs, sector ministries, civil society, private sector actors, and other potential implementing entities. This approach ensures that the identification of project concepts is not unduly influenced by CDB's accreditation status and reflects country-driven needs.

Final validation of all identified priorities will be undertaken through each country's established coordination mechanisms and institutional arrangements, led by the NDA. These mechanisms will ensure that the selected priorities are fully aligned with national climate strategies, sectoral plans, and development objectives, and that the perspectives of all consulted stakeholders are adequately incorporated. Through this process, the readiness grant supports transparent, country-owned decision-making while safeguarding against conflicts of interest and reinforcing alignment with national priorities.

To maintain skills and knowledge beyond the implementation period, ESD will continue to deliver project development training and provide ongoing sensitisation on the GCF and other climate funds to CDB staff and stakeholders in BMCs. The regional knowledge-sharing network, along with peer-learning exchanges with other GCF-accredited entities and partners, will also contribute to continuous learning and institutional strengthening, ensuring lasting impact well beyond project closure.

It is also important to note that the full-time staff consultant recruited under this readiness programme will be embedded within the CDB to advance pipeline projects while simultaneously strengthening institutional capacity through hands-on training, development of internal guidance and tools, and knowledge-sharing activities to enhance staff capability in accessing and managing climate finance from mechanisms such as the GCF. While initially financed through the readiness grant, the programme is intended to catalyse the establishment of a dedicated climate finance mobilisation team within the Bank. As this team advances bankable projects and strengthens partnerships, CDB will assess opportunities to sustain these roles through internal resources or by transitioning them into longer-term institutional positions.

9.2 Readiness Programme Closure

At project closure, most of the deliverables and outputs will be owned by CDB. These include the frameworks, toolkits, training material, guidance notes, and the climate finance tracking tool. All user guides, manuals, and supporting documentation will be provided to ensure seamless integration into existing systems. Concept notes will be further developed into Funding Proposals by the agreed accredited entity(ies) that will be identified during the project development process.
Following closure, these deliverables and outputs will be embedded into CDB's operational procedures, project development and implementation practices, and institutional policies and guidelines, thereby strengthening the Bank's capacity to design, manage, and implement climate finance initiatives.