Readiness and Preparatory Support

Direct Access Proposal Template

DAE Support Window

Proposal title

CAIXA support and development of a programme on climate-resilient cities in Brazil (36830)

Direct Access Entity

Caixa Econômica Federal

* 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**.

How to get support to complete this template?

If you are not sure how to complete the proposal, or require support, please send an email to the relevant GCF regional team. Please refer to the GCF website to identify the relevant GCF regional team.

[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

CAIXA support and development of a programme on climate-resilient cities in Brazil

Total Approved Amount (in USD)

$741,578

Implementation Period (in months)

48 months

Country Information

☐ Single DAE

☐ Multi-DAE

Lead DAE

Caixa Econômica Federal

Contact person

Morenno de Macedo

Position

Head of Sustainable Finance

Email

morenno.macedo@caixa.gov.br

Additional email addresses that need to be copied in correspondences

gesub@caixa.gov.br

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 goal of the Readiness grant is to enable CAIXA to perform the roles of a direct access entity (DAE). The grant will contribute to building CAIXA's capacities and experience in designing, implementing, managing, monitoring, and evaluating low-carbon, climate-resilient investments financed by international climate finance sources, especially the Green Climate Fund (GCF). Grant activities will assess CAIXA's capacities, deliver training to address capacity gaps, and update the entity´s project management procedures and systems to align with the requirements of projects financed by international sources of climate finance. The grant will also contribute to CAIXA´s practical experience designing bankable climate projects by supporting the elaboration of a concept note and funding proposal for a programme on climate-resilient cities in Brazil to be submitted for consideration by GCF.
The Readiness grants will address three barriers preventing CAIXA from effectively performing the roles of a DAE:
Barrier 1. Outstanding gaps in CAIXA's capacities prevent it from fully meeting GCF accreditation standards.
Barrier 2. CAIXA has limited capacities for the identification, design, implementation, management, monitoring and evaluation of low-carbon, climate-resilient investments.
Barrier 3. CAIXA has limited experience designing, implementing, managing, monitoring and evaluating low-carbon, climate-resilient investments financed by international sources of climate finance.
The grant is aligned to GCF´s revised Readiness Results Management Framework (RRMF) and will contribute to results under five outputs of the RRMF:

- Output 1.3.1. Institutional gaps of direct access applicants and accredited entities (DAEs) are addressed to obtain and/or maintain accreditation.
- 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.
- 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.
- Output 2.3.1. NDA and DAEs have enhanced relevant capacity, processes and systems in place to oversee and implement climate programmes and projects.
- Output 3.2.1. Regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established among developing countries, including through their DAEs

The direct beneficiaries of the Readiness grant are CAXA and its staff, who will benefit from activities aimed at building capacities and accessing climate finance. Indirect beneficiaries of the grant are Brazil´s National Designated Authority (NDA), and the municipalities of cities and towns that will eventually access climate finance to invest in low-carbon, climate-resilient urban solutions.

Alignment with Brazil's Climate Priorities: This Readiness support is fully aligned with Brazil's climate priorities as outlined in its Nationally Determined Contributions (NDCs), the National Adaptation Plan (PNA), and the Country Programme submitted to the GCF. By strengthening CAIXA's institutional and technical capacities, the grant contributes to Brazil's strategic goals of reducing greenhouse gas emissions, enhancing resilience to climate impacts, and promoting sustainable urban development. The focus on climate-resilient cities directly supports Brazil's commitment to inclusive and equitable climate action, particularly in urban areas where vulnerabilities are most pronounced. Furthermore, the development of a concept note and funding proposal under this grant will enable CAIXA to mobilize resources for transformative climate investments, fostering partnerships with municipalities and aligning with Brazil's broader efforts to implement the Sustainable Development Goals (SDGs), especially SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action).

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

- Large

Environmental & social risk category

- Category A

Financing modalities

- Basic

Financing modalities	
●	Basic
●	Project management
●	Grant
●	On-lending and/or blending (loans and/or guarantees)

CAIXA is preparing its first GCF-eligible proposal under the Readiness Programme. The institution is in the final stages of accreditation, with the Accreditation Master Agreement (AMA) expected to be signed during COP30, which will be held in Belém, Brazil.

Institutional Context

CAIXA is a state-owned financial institution and one of the largest public banks in Latin America. It plays a strategic role in financing urban development, housing, and infrastructure in Brazil, with a strong mandate to support sustainable development and climate resilience.

As a Direct Access Entity (DAE), CAIXA is committed to strengthening its institutional capacity to manage climate finance. The Readiness support will enable CAIXA to:

- Develop and submit to GCF a robust Concept Note and a Funding Proposal for the development of the Resilient Cities Programme, which will contain sub-projects of interconnected investments.
- Capacity building of CAIXA's workforce and institutional strengthening to develop and implement mitigation and adaptation projects.
- Establish a pipeline of mitigation and adaptation projects under the Resilient Cities Programme.

CAIXA's strategic goal is to promote climate-resilient and low-emission urban development in Brazil. Through the Readiness Programme, the institution aims to consolidate its role as a key national actor in climate finance, capable of mobilizing resources and delivering transformative projects aligned with GCF priorities.

CAIXA was accredited by the GCF in 2018, with the highest accreditation level for projects above USD 250 million. However, to fully operationalize its role as a DAE, the following pending conditions must be fulfilled:

- Signing of the Accreditation Master Agreement (AMA): CAIXA is in the final stages of accreditation, with the Accreditation Master Agreement (AMA) expected to be signed during COP30, which will be held in Belém, Brazil, in November/2025.

- Elaboration and Publication of a Policy on Consultation and Information Disclosure: The grant will support the elaboration of a policy that ensures transparency and stakeholder engagement, aligned with GCF standards.
- Elaboration and Publication of a Gender Policy Aligned with GCF's Gender Policy: The Readiness activities will include technical assistance to create and implement a gender policy that reflects GCF's principles of gender equality and social inclusion in climate finance.
- Post-implementation independent evaluation for GCF-funded project/programme: The Readiness grant will support CAIXA in developing a Terms of Reference (ToR) and incorporating a clause into an internal norm to ensure independent post-implementation evaluations of GCF-funded projects, in line with GCF accreditation requirements.

Accreditation stage

● Agreed/ Pending signature

CAIXA is preparing its first GCF-eligible proposal under the Readiness Programme. The institution is in the final stages of accreditation, with the Accreditation Master Agreement (AMA) expected to be signed during COP30, which will be held in Belém, Brazil.

2.2 Entity Climate Priorities and Programming Capacity

To guide CAIXA's actions in promoting a just transition for Brazil and full citizenship for all Brazilians within a low-carbon economy, the institution developed the CAIXA Sustainability and Citizenship Agenda, a strategic framework that consolidates its commitment to inclusive and climate-resilient development.
This Agenda was crafted through a collaborative process led by the Vice Presidency for Sustainability and Digital Citizenship (VISUC), involving broad stakeholder engagement and full integration with CAIXA's corporate strategy. It is structured around four key thematic fronts—Full Citizenship, Sustainable Cities, Transition to a Low-Carbon Economy, and Expansion of the Low-Carbon Economy—and is supported by robust governance, strategic partnerships, and impact measurement mechanisms. These pillars ensure that CAIXA's sustainability initiatives are comprehensive, inclusive, and aligned with both national priorities and global frameworks such as the UN Sustainable Development Goals (SDGs).
CAIXA's programming capacity for sustainability and climate action is anchored in strategic governance led by VISUC, which ensures that sustainability is embedded across the bank's operations and decision-making processes.
A central instrument in this effort is the Socioenvironmental Fund (FSA CAIXA), which allocates 2% of the institution's adjusted net profit to support high-impact socioenvironmental projects. In 2024 alone, the FSA invested over R$ 200 million in more than 450 projects, directly benefiting over 700,000 people across Brazil. These initiatives span critical areas such as climate justice, biodiversity, nature-based solutions, circular economy, and sustainable territorial development.
Notable examples include the Morar Amazônico initiative, which delivers sustainable housing to riverine communities in the Amazon; the +Mulheres em STEM program, which empowers women through training in science and technology; and the Agricultura Regenerativa call, which attracted 88 proposals aimed at restoring degraded lands and promoting the bioeconomy. All FSA-supported actions are fully aligned with the strategic pillars of the Agenda and contribute directly to Brazil's climate and development goals.
CAIXA is also committed to digital innovation as a driver of inclusion and sustainability. Through platforms such as CAIXA TEM, the bank expands access to financial services, citizenship tools, and social protection programs. With over 41 million active monthly users, CAIXA TEM is the bank's second-largest service channel, facilitating the disbursement of R$ 13 billion in monthly benefits and supporting initiatives like Auxílio Reconstrução for flood-affected families in Rio Grande do Sul. The platform also integrates features such as PIX limit adjustments and digital management of educational benefits (e.g., Pé-de-Meia), operationalizing the Full Citizenship front of the Agenda and reinforcing CAIXA's role as a digital agent of inclusion.
To scale its impact, CAIXA leverages partnerships with institutions such as the World Bank (BIRD), Inter-American Development Bank (IDB), and International Finance Corporation (IFC), and actively participates in global forums including the COPs and G20, mobilizing climate finance and aligning its strategies with international best practices. The Agenda includes clear indicators and regular reporting to corporate governance, ensuring transparency and compliance with socioenvironmental and climate regulations.
CAIXA's track record in climate-aligned project development is further evidenced by a robust portfolio of active and emerging initiatives. Through its Carbon Finance Program of Activities (PoA), developed in partnership with the World Bank, CAIXA has supported the sustainable management of solid waste in sanitary landfills, resulting in the issuance of over 5.4 million carbon credits. This initiative exemplifies CAIXA's ability to structure and operationalize climate mitigation projects with measurable impact.
CAIXA is also advancing a new partnership with the World Bank to finance electric buses and associated infrastructure, including charging stations and clean energy supply systems. This operation also involves the development of a new Carbon Finance PoA to generate credits from reduced greenhouse gas emissions through the transition from diesel to electric public transport fleets. These efforts contribute to Brazil's climate goals and position CAIXA as a key actor in the country's emerging carbon market and in the implementation of scalable, replicable models for sustainable urban mobility.
Complementing these efforts, the Selo CAIXA Gestão Sustentável, awarded to 268 municipalities, recognizes local governments that adopt best practices in governance, socioenvironmental responsibility, and climate action, including indicators for Nature-based Solutions (NbS), recognizing actions that protect and restore urban ecosystems and enhance climate resilience. Municipalities awarded the seal have access to special financial conditions when contracting products such as FINISA Verde, a financing line aimed at modernizing public management with a focus on sustainability, energy efficiency, and the rational use of natural resources.
The Selo Casa Azul + CAIXA, created in 2009, is a voluntary sustainability certification for housing developments that adopt environmentally and socially responsible practices, with over 600 certified projects, including 47 with high energy performance. It evaluates projects based on criteria such as urban quality, energy efficiency, water management, sustainable production, social development, and innovation. In 2025, CAIXA engaged specialized consultancies to enhance the certification, including market studies, alignment with Brazil's Sustainable Finance Taxonomy, and steps toward international recognition as a green building label. The bank aims to increase by 50%

the number of developments certified under Selo Casa Azul + CAIXA and other environmental certifications by the end of 2025. The Ecohab program is currently being structured to promote sustainable housing through retrofit and new developments with environmental certifications such as Selo Casa Azul, EDGE, LEED, and AQUA, supported by technical partnerships with IFC and BIRD. Additionally, the BIPc (Benchmark Iterativo para Projetos de Baixo Carbono), developed in partnership with São Paulo University (USP), is a digital tool integrated with BIM technology that enables real-time carbon footprint analysis in housing projects, guiding cleaner and more efficient construction strategies. CAIXA also finances sustainable infrastructure through programs such as Pró-Moradia, Pró-Transporte, Saneamento para Todos, and Pró-Cidades, which support urban rehabilitation, mobility, water and sanitation, and climate-resilient infrastructure. The FINISA Verde line of credit, launched in 2024, has already financed R$ 250 million for electric buses in São Paulo and solar energy projects in municipalities. Together, these actions demonstrate CAIXA’s institutional maturity and technical capacity to design, implement, and monitor climate-related programs, positioning the institution as a key driver of Brazil’s just transition and sustainable development.

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
N/A	N/A	N/A	N/A	N/A	N/A	N/A

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
Consulting services to support CAIXA in strengthening its internal capabilities for sustainable financing in Brazil	15 May 2023 - 10 Mar 2024	completed	IDB - Inter-American Development Bank	Support CAIXA developing a thematic securities framework to raise financing.	IDB's support is not directly related to the scope of 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
N/A	N/A	N/A	N/A	N/A

2.5 Challenges, Gaps, and Barriers

While CAIXA was accredited by GCF in October 2018, the entity has yet to sign the Accreditation Master Agreement (AMA). Additionally, the entity has not participated in the development of project proposals to seek financing from GCF (i.e., concept notes (CNs), funding proposals (FPs), or Readiness proposals).
The following barriers prevent CAIXA from engaging in the development and implementation of climate change projects financed by GCF and other sources of international climate finance:
Barrier 1. Some gaps in CAIXA's capacities may prevent it from fully meeting GCF accreditation standards. CAIXA needs to update policies, procedures, and systems to meet the accreditation and project management standards by GCF and other sources of international climate finance (e.g., gender, stakeholders' consultation, and information disclosure policies).
Barrier 2. CAIXA has limited capacities for the identification, design, implementation, management, monitoring and evaluation of low-carbon, climate-resilient investments. Gaps in CAIXA's staff capacities include, for example, the assessment of climate change risk and vulnerability, greenhouse gas (GHG) emissions accounting, appraisal and selection of climate change mitigation and adaptation technologies and practices, and monitoring and evaluation of projects financed by international climate finance.
To overcome its current limitations, CAIXA will leverage the Readiness grant to strengthen its institutional and technical capacities through a structured set of activities. These include targeted training for staff on climate risk and vulnerability assessment, GHG emissions accounting, and the appraisal of mitigation and adaptation technologies; the development of a robust concept note and funding proposal for the climate-resilient cities programme; and the elaboration of key technical studies such as climate rationale, environmental and social safeguards, gender action plans, and financial analysis. Additionally, the grant will support the creation of operational manuals, due diligence procedures, and standardized templates, as well as stakeholder engagement processes to ensure project relevance and alignment with national priorities. These efforts will enable CAIXA to institutionalize climate finance practices, meet GCF accreditation standards, and effectively fulfill its role as a Direct Access Entity, thereby positioning the institution to design and implement transformative climate investments in Brazil
Barrier 3. CAIXA has limited experience designing, implementing, managing, monitoring and evaluating low-carbon, climate-resilient investments financed by international sources of climate finance. As noted, CAIXA has not participated in the development of project proposals to seek financing from GCF. Therefore, the entity lacks experience in elaborating CNs and FPs that meet the standards set by GCF and other international sources of climate finance.
To address CAIXA's limited experience, the Readiness grant will deliver a comprehensive set of activities aimed at strengthening institutional capacity and technical expertise. These include the development of a GCF-aligned concept note and funding proposal for a climate-resilient cities programme, supported by technical studies such as climate rationale, environmental and social safeguards, gender action planning, and financial analysis. The grant will also provide operational tools—including an implementation manual, due diligence procedures, and standardized templates—to guide project preparation and execution. Capacity-building efforts will focus on equipping CAIXA staff with skills in climate risk assessment, GHG emissions accounting, and monitoring and evaluation aligned with GCF's Integrated Results Management Framework. These activities will enable CAIXA to institutionalize climate finance practices, meet GCF standards, and establish a replicable model for future proposals, thereby positioning CAIXA to effectively fulfill its role as a Direct Access Entity and contribute to Brazil's climate agenda.

2.6 Stakeholder Engagement

Stakeholders were identified and consulted through a series of dialogues facilitated by the National Designated Authority (NDA) of Brazil to identify existing gaps, challenges, and barriers related to climate-related investments within the context of the proposed activities.

These consultations took place between June and July 2025 as part of the update of Brazil's Country Programme with the GCF. The process included in-person workshops and sectoral webinars with broad representation from public and private sector actors, as well as civil society. Notably, the "Workshop on the Update of Brazil's Country Programme – Public Sector," held in July, featured technical presentations by the GCF and NDA, and in-depth discussions on project selection criteria for Brazil's indicative project pipeline. The NDA also made available recordings of the sectoral webinars held on July 10 and 11, reinforcing the inclusive and transparent nature of the process.

During the implementation of the Readiness grant, stakeholders will continue to be consulted to ensure responsiveness to their concerns. Mechanisms for incorporating stakeholder feedback will be integrated into the management of the Readiness grant, fostering adaptive management and reinforcing collective ownership of outcomes.

2.7 Specific Readiness Needs

The Readiness grant will address the following needs:

- CAIXA requires technical assistance to update the entity's policies, procedures and systems to meet GCF accreditation requirements.
- CAIXA requires technical assistance to assess and build its capacities for the development, implementation, monitoring and evaluation of projects financed by international sources of climate finance, including GCF.

CAIXA requires technical assistance for the development of a programme on low-carbon, climate-resilient cities in Brazil that meets the requirements for approval by GCF.

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 objective of the Readiness grant is to enable CAIXA to perform the roles of a direct access entity (DAE) by building the entity's capacities and experience in designing, implementing, managing, monitoring, and evaluating low-carbon, climate-resilient investments financed by international climate finance. The activities and results of the

Readiness grant are aligned with GCF´s revised Readiness Results Management Framework (RRMF), contributing to Objectives 1, 2, and 3.
Under Objective 1, the Readiness grant will deliver results under Outcome 1.3. and Output 1.3.1., addressing gaps and barriers that prevent CAIXA from fully meeting GCF's accreditation standards.
The main results of the Readiness grant are expected under Objective 2. Activities under Outcome 2.3., Output 2.3.1., will build the capacities of CAIXA's staff for designing, implementing, managing, monitoring, and evaluating low-carbon, climate-resilient investments. Activities under this Output will also update CAIXA's project management procedures and systems to meet the requirements of international climate finance sources, especially GCF.
Results under Outputs 2.2.1. and 2.2.2. will contribute to CAIXA's practical experience developing bankable low-carbon, climate-resilient investments that meet GCF's [MS1] [MS2] approval standards. Activities under these Outputs will provide technical assistance to prepare a CN and FP for a programme on climate-resilient cities in Brazil. The Readiness grant will contribute resources to prepare the required studies, assessments and plans for the submission of a bankable programme for consideration by GCF.
Under Objective 3, the grant will contribute to Outcome 3.2. and Output 3.2.1. by disseminating knowledge on climate change mitigation and adaptation solutions in Brazilian cities and towns.

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

Support from the Readiness grant is expected to enable CAIXA to perform the roles of a DAE in Brazil fully. It is anticipated that, following the delivery of this Readiness support, CAIXA will have the capacity to identify, design, appraise, implement, monitor, and evaluate low-carbon, climate-resilient investments and to effectively mobilise resources from international climate finance sources, especially the GCF. During this process, it is also expected that CAIXA and GCF will finalise the AMA.

The Readiness support is expected to produce a bankable programme on climate-resilient cities that meets the GCF requirements for approval. This programme would be the first GCF-eligible proposal to be prepared by CAIXA and should pave the way for additional initiatives by the DAE.

The Readiness grant is anticipated to have a catalytic effect on CAIXA’s climate strategy by strengthening its institutional capacity to access and manage international climate finance. Through the development of the climate-resilient cities programme, CAIXA will be better positioned to integrate climate considerations into its investment planning and delivery. This will not only support the implementation of CAIXA’s climate change plan but also establish a replicable model for future GCF-aligned initiatives, reinforcing CAIXA’s role as a key national actor in advancing Brazil’s climate agenda.

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**.

Goal. CAIXA performs the roles of a direct access entity (DAE) to effectively design, implement, manage, monitor and evaluate low-carbon, climate-resilient investments
Goal statement. IF CAIXA improves its capacities for project design and management, designs a proposal for low-carbon, climate-resilient investment, and addresses gaps to meet GCF accreditation standards, THEN it will perform the roles of a DAE and effectively support low-carbon, climate-resilient investments, BECAUSE it will have in place the necessary policies, procedures, systems, expertise and experience for the design, implementation, management, monitoring and evaluation of low-carbon, climate-resilient projects and programmes.
The Readiness grant will contribute to the following objectives, outcomes and outputs of the Readiness Results Management Framework (RRMF):

Table 1. Objectives, outcomes and outputs addressed by the Readiness grant

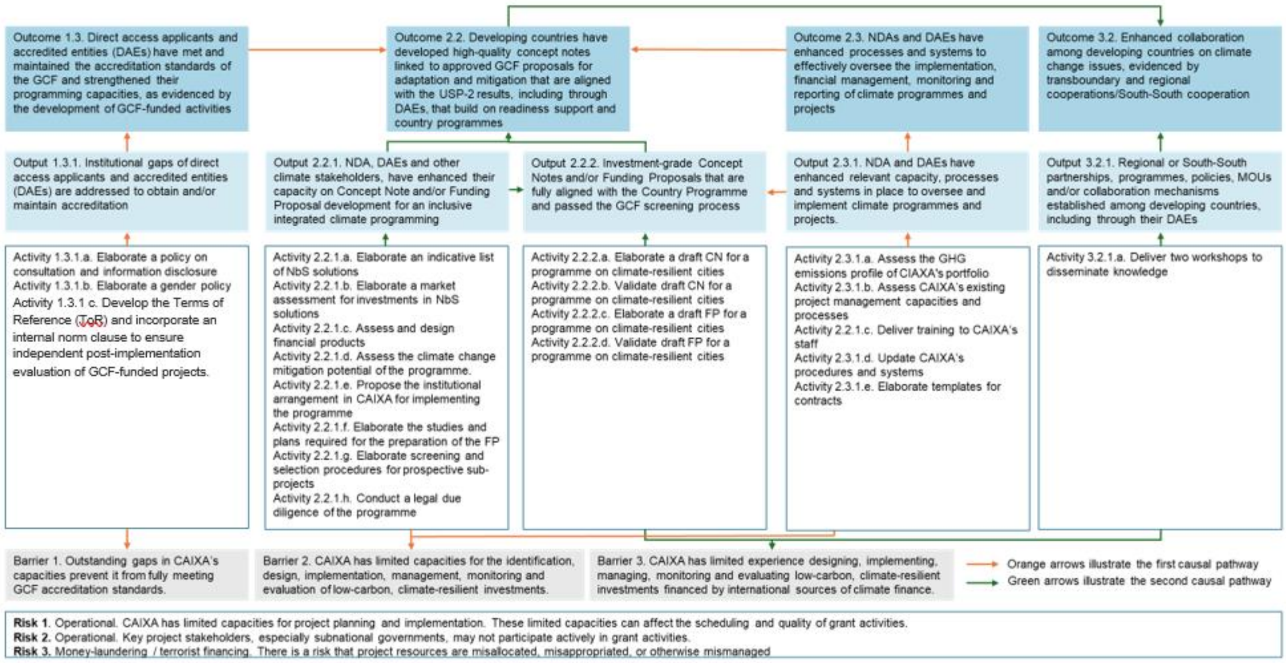
Objective 1. Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment.
Outcome 1.3. Direct access applicants and accredited entities (DAEs) have met and maintained the accreditation standards of the GCF and strengthened their programming 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.
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.
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.
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.
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

The ToC follows two causal pathways to deliver the stated goal. The first pathway will enhance CAIXA's capacities for designing, implementing, managing, monitoring, and evaluating low-carbon, climate-resilient investments

financed by international climate finance sources, especially the GCF. Under this pathway, the Readiness grant will assess CAIXA's existing project management capacities and processes (activity 2.3.1.b.), train CAIXA's staff to identify, design, appraise, implement, monitor, report and evaluate low-carbon, climate-resilient investments (activity 2.3.1.c.), and implement improvements to CAIXA's project management procedures and systems to align them with the requirements of international climate finance sources (activities 2.3.1.d. and 2.3.1.e.). As part of the efforts to build CAIXA's project management capacities, the grant will address two outstanding gaps in CAIXA's capacities to meet GCF accreditation standards by producing updated policies on stakeholder consultation and information disclosure (activity 1.3.1.a.) and gender (activity 1.3.1.b.). Lastly, the grant will assess the profile of GHG emissions and climate change mitigation potential of CAIXA's existing portfolio of investments to identify opportunities for low-carbon investments, and to develop procedures and indicators to measure and report the impact of CAIXA's investments on greenhouse gas (GHG) emissions (activity 2.3.1.a.).
Activities under the first causal pathway will contribute to removing two barriers preventing CAIXA from effectively performing the roles of a DAE:
Barrier 1. Outstanding gaps in CAIXA's capacities prevent it from fully meeting GCF accreditation standards.
Barrier 2. CAIXA has limited capacities for the identification, design, implementation, management, monitoring and evaluation of low-carbon, climate-resilient investments.
The second causal pathway pursued by the Readiness grant will contribute to CAIXA's practical experience developing low-carbon, climate-resilient investments by producing and validating a concept note (CN) and funding proposal (FP) for a climate-resilient programme to be promoted by CAIXA (activities 2.2.2.a. – 2.2.2.d.). The development of the climate-resilient programme will include the following aspects:

- Assessing nature-based solutions (NbS) for climate change mitigation and adaptation in human settlements in Brazil (activities 2.2.1.a. and 2.2.1.b.).
- Designing financial products to be offered under the programme (activity 2.2.1.c.).
- Assessing the mitigation potential of the programme (activity 2.2.1.d.).
- Defining the institutional arrangements in CAIXA for the delivery of the programme (activity 2.2.1.e.).
- Preparing the necessary studies and plans for submission of the FP to GCF (activity 2.2.1.f.).
- Elaborating screening and selection procedures for prospective sub-projects under the programme (activity 2.2.1.g.).
- Conducting legal due diligence of the proposed programme (activity 2.2.1.h.).
- The development of the climate-resilient programme will put into practice the improved capacities, procedures and systems developed by CAIXA along the first pathway of the Readiness grant.
- The experience and knowledge development with support from the Readiness grant will be documented and disseminated in two workshops focusing on climate change risks and opportunities in the context of Brazilian cities and towns (activity 3.2.1.a.)
- Activities under the second causal pathway will contribute to removing the following barrier:
- Barrier 3. CAIXA has limited experience designing, implementing, managing, monitoring and evaluating low-carbon, climate-resilient investments financed by international sources of climate finance.
- Figure 1, overleaf, illustrates the grant's ToC.
- Three risks may impact the activities and results of the Readiness grant:
- Risk 1. Operational. CAIXA has limited capacities for project planning and implementation. These limited capacities can affect the scheduling and quality of grant activities.
- Risk 2. Operational. Key project stakeholders, especially subnational governments, may not participate actively in grant activities.
- Risk 3. Money-laundering / terrorist financing. There is a risk that project resources are misallocated, misappropriated, or otherwise mismanaged

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. Activity 1.3.1.a. Elaborate a policy on "consultation and information disclosure" for adoption by CAIXA. The policy will align with GCF's information disclosure policy (IDP), adopted by the GCF Board at its 35th meeting in March 2016. The policy to be adopted by CAIXA will contribute to ensuring that activities designed and implemented by CAIXA, with financial support from GCF, meet the transparency and accountability standards required from DAEs. The policy will also set standards to safeguard confidential and personal information, in line with Brazilian Federal Law.
1-3-1.b. Activity 1.3.1.b. Elaborate a gender policy aligned to GCF's gender policy, which was adopted by the GCF Board at its 24th meeting. The gender policy will ensure that CAIXA's activities, financed by GCF, follow a gender-sensitive approach that promotes gender equality, recognises the different needs and perspectives of men and women, and empowers women.
1-3-1.c. Activity 1.3.1c Develop the Terms of Reference (ToR) and incorporate an internal norm clause to ensure independent post-implementation evaluation of GCF-funded projects. The activity will involve drafting a comprehensive ToR for securing and confirming arrangements for independent post-implementation evaluations, aligned with GCF standards. Additionally, it will include the formulation and formal approval of a clause to be embedded in CAIXA's internal norm, mandating independent evaluation for all GCF-funded projects and programmes. This dual approach will institutionalize the evaluation process and ensure long-term compliance with GCF accreditation requirements.

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. Activity 2.2.1.a. Elaborate an indicative list of NbS solutions that the climate-resilient cities programme will promote. The indicative list will inform the activities for elaborating the CN and provide inputs to the FP. The activity will be based mainly on the review of existing literature on the role of NbS for urban resilience, including: • MCPHEARSON, T., KABISCH, N., and FRANTZESKAKI, N. (Ed.). Nature-Based Solutions for Cities. 2023. • UNEP. Nature-based Solutions in Urban Areas. 2023. • UN-Habitat. The Critical Role of Nature-based Solutions for Enhancing Climate Resilience in Informal Areas. 2023. • World Bank. A Catalogue of Nature-based Solutions for Urban Resilience. 2021. Sources: 1. <https://www.elgaronline.com/edcollbook-oa/book/9781800376762/9781800376762.xml> 2. <https://www.unepfi.org/wordpress/wp-content/uploads/2023/11/Urban-areas-primer.pdf> 3. <https://unhabitat.org/sites/default/files/2023/10/unh._2023._the_critical_role_of_nature-based_solutions_for_enhancing_climate_resilience_in_informal_areas.pdf> 4. <https://openknowledge.worldbank.org/entities/publication/c33e226c-2fbb-5e11-8c21-7b711ecbc725>
2-2-1.b. Activity 2.2.1.b. Elaborate a market assessment for investments in NbS in Brazilian cities and towns. The assessment will evaluate the demand for financing for NbS solutions, identify investment opportunities, consider the financial needs and constraints of potential beneficiaries, and provide inputs to the design of the financial products to be offered by the programme on climate-resilient cities (activity 2.2.1.c.).
2-2-1.c. Activity 2.2.1.c. Assess and design financial products to be offered by the climate-resilient cities programme to de-risk investments in NbS by Brazilian cities and towns. The financial products to be assessed include, for example, concessional loans, green bonds, and guarantees tailored to meet the different investment and risk profiles of small, medium and large municipalities in Brazil. It is expected that the output from the activity will include a limited number of feasible financial products that CAIXA would offer under the climate-resilient cities programme.
2-2-1.d. Activity 2.2.1.d. Assess the climate change mitigation potential of the climate-resilient cities programme. While the main climate-related objective of the programmes is to reduce the vulnerability of cities and towns in Brazil to climate change, the NbS to be deployed with support from the programme will also contribute to reducing GHG emissions. This activity will outline a methodology for estimating GHG emissions reductions from investments in NbS and produce an estimate of the climate change mitigation benefits of the proposed programme. The activity will be informed by the evaluation of a sample of investments in NbS urban solutions in CAIXA's current portfolio.
2-2-1.e. Activity 2.2.1.e. Propose the institutional arrangement in CAIXA for implementing the climate-resilient cities programme. Implementing the programme will require strengthening the institutional framework in CAIXA to identify, design, appraise, and approve individual investments under the programme. The Readiness grant will assess the capacities and needs of CAIXA for implementing the programme, and propose improvements to the institutional framework, including mechanisms to improve the coordination of different units and departments of CAIXA. Lastly, the grant will provide tools to support the implementation of the programme, including an operations manual, a due diligence procedure and templates.

2-2-1.f. Activity 2.2.1.f. Elaborate the studies and plans required for the preparation of an FP for the climate-resilient cities programme. As a minimum, the following studies and plans will be elaborated during the implementation of this Readiness grant. Additional studies and plans could be identified during the elaboration and finalisation of the CN: i) Climate rationale for the climate-resilient cities programme; ii) Assessment of the environmental, social and economic context and benefits of the programme; iii) Assessment of environmental and social safeguards (ESS), including the programme's environmental and social management framework (ESMF); iv) Gender assessment and action plan; v) Financial analysis and plan; vi) Logical framework and monitoring and evaluation plan (including a dashboard to track progress of individual sub-projects under the programme); and, vii) Stakeholders' consultations and engagement plan.
2-2-1.g. Activity 2.2.1.g. Elaborate the procedures and guidelines required for the screening and selection of prospective sub-projects under the climate-resilient cities programme. The procedures and guidelines will address the following aspects of the process to screen, appraise and approve prospective sub-projects under the programme: i) Technical assessment; ii) Calculation of mitigation and adaptation benefits; iii)Environmental and social screening; and, iv)Economic and financial analysis and due diligence.
2-2-1.h. Activity 2.2.1.h. Conduct a legal due diligence of the proposed climate-resilient cities programme to ensure compliance with CAIXA's internal policies and standards, and with Brazil's Federal law, including financial regulations.

☒ 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. Activity 2.2.2.a. Elaborate a draft CN for a programme on climate-resilient cities. The programme will finance investments in NbS to reduce the vulnerability to climate change of cities and towns in Brazil. The programme will develop and offer innovative financial products to municipalities, mobilising financial resources from CAIXA, GCF, multilateral development banks (MDBs), the federal government of Brazil, participating municipalities, and the private sector. A draft CN will be submitted to the GCF Secretariat and to Brazil's NDA to seek feedback and plan activities for the development of an FP.
2-2-2.b. Activity 2.2.2.b. CAIXA will validate the draft CN for a programme on climate-resilient cities with stakeholders from federal, state, and municipal governments, as well as with representatives from the private sector, including the financial sector, and civil society. The validation will be based on an online consultation held on CAIXA's website. The consultation process will gather inputs for the development of an FP and help foster interest and ownership in the climate-resilient cities programme.
2-2-2.c. Activity 2.2.2.c. Elaborate an FP for a programme on climate-resilient cities that incorporates the studies, plans and inputs produced with support from the Readiness grant and that meets GCF standards. The FP will be prepared in consultation with Brazil's NDA and stakeholders from federal, state and municipal governments, as well as representatives from the private sector and civil society
2-2-2.d. Activity 2.2.2.d. CAIXA will validate the draft FP for a programme on climate-resilient cities. Stakeholders that will participate in the validation include federal, state, and municipal governments, representatives from the private sector, including the financial sector, MDBs, and civil society. The validation will be based on an online consultation held on CAIXA's website.

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. Activity 2.3.1.a. Assess the profile of GHG emissions of Caixa's existing portfolio of investments to identify opportunities for low-carbon investments and to propose methodologies and indicators to track the impacts of CAIXA's investments on GHG emissions and emissions reductions.
2-3-1.b. Activity 2.3.1.b. Assess CAIXA's existing capacities and processes used for project management (including financial management), monitoring and evaluation, to identify gaps and opportunities for improvement.
2-3-1.c. Activity 2.3.1.c. Deliver training to CAIXA's staff to build the DAE's capacities to identify, design, appraise, implement, monitor, report and evaluate investments eligible for funding by GCF and other sources of international climate finance. The main contents of the training are: a) Assessment of climate change risk and vulnerability of populations, ecosystems and infrastructure; b) Identification and assessment of climate change adaptation technologies and solutions, including nature-based solutions (NbS); c) Assessment and quantification of climate change mitigation potential from investment in low-carbon technologies and practices; d) Assessment and quantification of the social, environmental and economic co-benefits from climate action; e) Design and appraisal of financial instruments for de-risking investments in low-carbon, climate-resilient technologies and practices; f) Monitoring, reporting and evaluation of low-carbon, climate-resilient investments, including the application of and adherence to GCF's integrated results management framework (IRMF) and GCF evaluation policy; g) Planning for and monitoring the engagement with stakeholders during the design and implementation of low-carbon, climate-resilient investments; h) Mainstreaming of considerations of gender and vulnerable groups in low-carbon, climate-resilient investments; and, i) Elaboration of CNs and FPs to meet the standards by GCF and other sources of international climate finance.
2-3-1.d. Activity 2.3.1.d. Update CAIXA's procedures and systems, and develop guidelines, templates and tools, to support project management, monitoring, reporting and evaluation in line with the requirements of GCF's IRMF.
2-3-1.e. Activity 2.3.1.e. Elaborate templates for contracts between CAIXA and its clients that comply with GCF legal and safeguards-related requirements.

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. Activity 3.2.1.a . Deliver two workshops to disseminate knowledge on climate change risks and opportunities in the context of Brazilian cities and towns. The workshops will raise awareness on climate-related risks to human settlements in Brazil and build interest in CAIXA's proposed programme on climate-resilient cities. Participants in the workshops will include representatives from national and local governments, the private sector, academia, and civil society. Each full-day workshop is expected to have approximately 50 participants. In addition, CAIXA will engage other Direct Access Entities (DAEs) operating in Brazil and across the Latin American region that have prior experience in designing and implementing climate-resilient programmes. These DAEs will be invited to share their knowledge, lessons learned, and best practices during the workshops, contributing to peer-to-peer learning and fostering South-South cooperation in climate finance and urban resilience

4.3 Stakeholder Engagement Strategy

Stakeholders were identified and consulted through a series of dialogues facilitated by the national designated authority (NDA) of Brazil to identify existing gaps, challenges, and barriers related to climate-related investments within the context of the proposed activities.

These consultations took place between June and July 2025 as part of the update of Brazil's Country Programme with the GCF. The process included in-person workshops and sectoral webinars with broad representation from public and private sector actors, as well as civil society. Notably, the "Workshop on the Update of Brazil's Country Programme – Public Sector," held in July, featured technical presentations by the GCF and NDA, and in-depth discussions on project selection criteria for Brazil's indicative project pipeline. The NDA also made available recordings of the sectoral webinars held on July 10 and 11, reinforcing the inclusive and transparent nature of the process.

During the implementation of the Readiness grant, stakeholders will continue to be consulted to ensure responsiveness to their concerns. Mechanisms for incorporating stakeholder feedback will be integrated into the management of the Readiness grant, fostering adaptive management and reinforcing collective ownership of outcomes.

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	CAIXA has limited capacities for project planning and implementation. These limited capacities can affect the scheduling and quality of grant activities.	Medium	High	The Readiness grant has been designed to address capacity gaps in CAIXA for effective project development and management. Trainings and improved systems for effective project development and management to be delivered by the Readiness grant are intended to mitigate the risk.	CAIXA
Operational	Key project stakeholders, especially subnational governments, may not participate actively in grant activities.	Medium	Low	The Readiness grant has included strategic milestones to engage with key stakeholders, including activities to validate the CN and FP for the proposed programme on climate-resilient cities (Activities 2.2.1.c. and 2.2.1.e.) . Workshops to disseminate information on climate resilient cities will also contribute to reaching out and engaging with key stakeholders (Activity 3.1.1.a.).	CAIXA
Financial	There is a risk that project resources are misallocated, misappropriated, or otherwise mismanaged.	Low	High	CAIXA will undertake all reasonable efforts to ensure that none of the grant funds are used to provide support to individuals or entities associated with terrorism or that funds are otherwise misused or mismanaged. CAIXA will commission, review and respond to annual financial audits Brazil has legislation against money laundering, terrorism financing and prohibited practices. CAIXA has a specific unit and rules to address and mitigate the risks associated with money laundering and terrorism. Therefore, CAIXA is	CAIXA

	prepared and ensures that none of the grant funds are used to provide support to individuals or entities associated with terrorism or that funds are otherwise misused or mismanaged. CAIXA will commission, review and respond to annual financial audits.

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 GCF	N/A	16

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	1
Funding Proposal	0	1

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
Establish	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
Implementing partner. The Readiness grant will be implemented directly by CAIXA (DAE). CAIXA will be responsible for the implementation of Readiness support and will carry out all fiduciary and financial management, procurement of goods and services, monitoring, and reporting activities under this proposal in compliance CAIXA's policies and procedures, and with the Bilateral Grant Agreement to be signed with GCF or its fiduciary agent. CAIXA's responsibilities include: • Receive and manage all funds received through the Readiness Programme; • Carry out procurement processes in accordance with the approved Readiness grant; • Review and approve deliverables produced by the Readiness grant; • Organise, deliver and report on workshops; • Produce progress and financial reports; • Provide regular updates to the NDA on the status of the Readiness grant; and, • Hire external audits. CAIXA will procure all goods and services required for the delivery of the results included in the Readiness proposal. The DAE will be responsible for monitoring and evaluating progress and results, and will report periodically to GCF, following GCF requirements. Project management unit (PMU). CAIXA will set up a PMU, hosted in its offices in Brasilia (Brazil[MS1]). The PMU will be headed by a Project Manager (PM) who will be responsible for the overall day-to-day management of the Readiness grant. The PM's main responsibilities include supervising staff and consultants assigned to activities under the Readiness grant, drafting ToRs, reviewing and approving deliverables, and preparing reports to GCF. Other members of the PMU include a project coordinator and a procurement assistant. The PMU will be composed of existing CAIXA staff, ensuring institutional ownership and integration with the bank's internal processes. The unit is already established within CAIXA's organizational structure, specifically under the Sustainable Finance National Management (GESUB), and will be mobilized and adapted to support the implementation of the Readiness grant, leveraging internal expertise and ensuring operational continuity.

6.1.2 Framework Agreements

Not applicable. CAIXA (DAE) will implement the Readiness grant directly.

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
Morenno de Maceo	CAIXA	Strategic thinking; Financial management	Project Sponsor	Approves the project; Supports the project manager in strategic decisions; Removes organizational barriers; Acts as link between the project and senior management	Brazil
Mara Luísa Alvim Motta	CAIXA	Project management skills; Budgeting and resource allocation	Project Manager	Manages scope: time, costs, qualify, risks and communication	Brazil
Verusca Couto de Oliveira	CAIXA	Technical skills relevant to the	Project Technical Consultant	Performance technical and operational tasks; Meet deadlines and quality standards	Brazil

project; Problem solving

Morenno de Macedo, Head of Sustainable Finance at the Vice Presidency of Sustainability at CAIXA, responsible for coordinating fundraising and investment initiatives for sustainable projects, with a focus on housing, infrastructure, sanitation, mobility, energy, and carbon-related solutions. He holds a degree in Business Administration from the Universidade Federal de Uberlândia (UFU/MG) and a postgraduate degree in Finance from Fundação Getúlio Vargas (FGV/SP). Since joining CAIXA in June 2005, he has accumulated extensive experience across the branch network (10 years), organizational architecture, corporate strategy, and logistics departments. He currently leads efforts to integrate sustainability into CAIXA's credit and services portfolio, promoting the development of sustainable businesses and aligning financial products with environmental and social impact goals

Main Projects at CAIXA (2017 - 2025)
CAIXA 2023 - 2025
• Social Bonds Emission: Co-management of CAIXA's Social Bonds issuance totaling USD 700 million, aimed at mobilizing private capital for social impact investments aligned with CAIXA's strategic priorities.
• Sustainable Finance Framework Management of the development and implementation of CAIXA's Sustainable Finance Framework, which defines the institution's approach to green, social, and sustainability-linked financing instruments, including eligibility criteria, impact metrics, and reporting standards.

CAIXA 2017 - 2021
• Forests Program: Management of the structuring of a financing program for forest recovery and restoration, supporting Brazil's climate and biodiversity goals through sustainable land use and ecosystem rehabilitation.
• Crowdlending Platform: Management of the development of a crowdlending mechanism to finance social businesses in partnership with Yunus Brasil, promoting financial inclusion and entrepreneurship in underserved communities.
• CAIXA's Environmental and Social Fund (FSA CAIXA): Management of the fund, including public call preparation, project selection, technical and financial analysis, monitoring, and impact reporting. The fund supported initiatives in renewable energy, social housing, and environmental education.
• Renewable Energy for Households: Management of the development of a credit product to finance rooftop solar energy systems for residential use, contributing to energy access and climate mitigation.
• CAIXA's Accreditation as GCF's Direct Access Entity: Management of internal arrangements and coordination for CAIXA's accreditation process with the Green Climate Fund, including the preparation of the Terms of Reference, Readiness Proposal, and alignment with the GCF's Integrated Results Management Framework (IRMF).

Mara Luísa Alvim Motta, Costumer and Business Manager at the Vice Presidency of Sustainability at CAIXA, is responsible for coordination of projects and programs focused on financing resilient and green cities, including the production and retrofit of sustainable buildings and the digital transformation of states and municipalities, in partnership with the World Bank and IFC, and the municipalization of the SDGs, Financing for Resilient Green Cities, among others. Mara has a Postgraduate degree in Corporate Environmental Management and an ongoing postgraduate degree in Urban Planning and the Future of Cities: Intelligent Planning and Socioenvironmental Impacts.

Main Projects (2008 - 2025)
CAIXA – 2023/2025
• Management of the ECOHAB Project – Strategic initiative to finance the construction and retrofit of sustainable buildings. The project is supported by the World Bank and IFC – International Finance Corporation and aims to promote environmentally responsible urban development through energy-efficient and low-carbon infrastructure.
• Management of the CO2 Emissions Baseline for *Minha Casa Minha Vida* project - This project involves calculating and establishing a baseline for carbon emissions within Brazil's federal housing program, *Minha Casa Minha Vida*, and self-managed housing initiatives. It supports the integration of climate metrics into housing policy and planning.
• Management of the Digital Transformation of States and Municipalities Program – Designed and implemented with World Bank resources, this program supports the modernization of public administration at the local level. It promotes digital governance, improved service delivery, and enhanced transparency in municipalities and state governments.

• Management of the Municipalization of the SDGs - A project focused on helping municipalities localize and implement the United Nations 2030 Agenda. It provides tools and guidance for integrating the Sustainable Development Goals (SDGs) into municipal planning and operations.
• Strategy for financing Resilient Green Cities - This strategy outlines mechanisms and financial instruments to support cities in becoming more resilient to climate change and environmental risks. It includes planning for green infrastructure, sustainable mobility, and inclusive urban development.

CAIXA 2019 - 2022
• Monitoring of Civil Construction Projects with Federal Funds - This work involved technical analysis and oversight of construction projects funded by the federal government, ensuring compliance with regulations and sustainability standards.

CAIXA 2017 - 2019
• Management of the CAIXA Socio-Environmental Fund - Responsible for managing a fund that supports social and environmental projects. Activities included drafting public calls for proposals, selecting and monitoring projects, and managing financial resources to ensure impact and accountability.

CAIXA 2014 - 2018
• Coordination of the project "Advancing Housing Sustainability in Brazil" - A collaborative project with the British organization BRE (Building Research Establishment), aimed at improving sustainability practices in housing. It introduced new standards and methodologies for evaluating and enhancing environmental performance in residential developments.
• Management of the Emerging and Sustainable Cities Initiative (ICES), a CAIXA/IDB partnership - A collaborative project with the British organization BRE (Building Research Establishment), aimed at improving sustainability practices in housing. It introduced new standards and methodologies for evaluating and enhancing environmental performance in residential developments.

CAIXA 2008 - 2012
• Coordination of the development of the CAIXA Casa Azul Seal - Led the creation of a certification program for sustainable housing developments. The seal recognizes projects that meet environmental, social, and economic sustainability criteria, promoting best practices in the housing sector.

Verusca Couto de Oliveira, a headquarter consultant at the Vice Presidency of Sustainability at CAIXA, is responsible for the technical coordination of programs and projects focused on resilient and green cities, specifically the digital transformation of states and municipalities, in partnership with the World Bank and IFC; the municipalization of the SDGs; and the structuration of mitigation and adaptation funding projects; among others. Verusca also contributes with the proposition of gender tag of different projects and the mainstreaming of vulnerable people in the elaboration of different projects. Verusca has master's degree in social administration focused on territorial development management and master's degree in clinical psychology and Culture.
<u>Main Projects (2010 – 2025)</u>
CAIXA – 2021 – 2025
• Coordinator for the Green Climate Fund (GCF) fundraising through the Readiness Program - responsible for leading the preparatory phase of the grant access process, which includes facilitating internal alignment across CAIXA departments that will benefit from the proposal activities, ensuring that technical inputs and strategic priorities are integrated. The coordinator also manages the articulation with senior leadership within the Vice Presidency of Sustainability to secure endorsement and strategic guidance.
• Consultant for the Digital Transformation of States and Municipalities Program – Designed and implemented with World Bank resources, this program supports the modernization of public administration at the local level. It promotes digital governance, improved service delivery, and enhanced transparency in municipalities and state governments. Activities in this project include supporting the design and structuring of program components, coordinating with internal and external stakeholders, contributing to the development of technical proposals and implementation strategies, and monitoring progress to ensure alignment with institutional goals and funding partner requirements.
• Consultant for the Municipalization of the SDGs - A project focused on helping municipalities localize and implement the United Nations 2030 Agenda, it provides tools and guidance for integrating the Sustainable Development Goals (SDGs) into municipal planning and operations. Activities include supporting the design and structuring of project components, support the coordination with municipal stakeholders and internal teams, contributing to the development of technical materials and implementation strategies.

• Consultant for the financing Resilient Green Cities - This strategy outlines mechanisms and financial instruments to support cities in becoming more resilient to climate change and environmental risks. It includes planning for green infrastructure, sustainable mobility, and inclusive urban development. Responsibilities include supporting the design and refinement of strategic components, conducting technical analysis, and coordinating with internal teams and external partners to ensure alignment with national climate goals and urban development priorities.

CAIXA – 2012 - 2021
• Coordination of the Integrated and Sustainable Territorial Development (DIST) strategy. The DIST strategy is an innovative initiative that promotes integrated and sustainable development in territories linked to the Minha Casa Minha Vida program, through partnerships with specialized entities. It is implemented via public calls for proposals and formalized through financial cooperation agreements, aiming to improve social, economic and environmental conditions in selected vulnerable communities.
• Coordination of the Integrated and Sustainable Territorial Development (DIST) strategy in the traffic area of the Ilha de Marajó Boat Agency, which serves eight municipalities in the state of Pará, including the one with the lowest Human Development Index (HDI).
Achievements:
• Recognition of the DIST strategy as a Big Push for Sustainability in Brazil by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) Brazil Office (archivo.cepal.org/pdfs/bigpushambiental/Caso33-CasoMetodologiaDIST.pdf)
• 17 projects implemented, serving more than 50,000 families in all regions of the country.

UN Women – 2010 - 2011
• Coordination of the Women's Empowerment Principles (WEPs) program in Brazil and the Southern Cone countries (Argentina, Chile, Paraguay, and Uruguay), with public and private sector companies. The WEPs are a set of guidelines established by UN Women and the UN Global Compact to help businesses promote gender equality and empower women in the workplace, marketplace, and community.
Achievements:
• Increased visibility of UN Women among key Brazilian private sector companies.
• Expanded the number of Brazilian companies that signed the Women's Empowerment Principles.
• Developed a proposal for a training and monitoring project for the principles in partnership with Ernst & Young Terco;
• Strengthened collaboration with the United Nations Global Compact to promote the principles among participating companies.
• Created the Resource Mobilization Working Group.

CAIXA – 2007 - 2011
• Coordinated the development and supported the implementation of the actions proposed in the Action Plan of the Gender Equity Program at CAIXA;
• Prepared reports on the company's diversity achievements, particularly gender and race/color equity.
Achievements:
• The company was awarded the Pro-Gender Equity Seal in three editions of the Federal Secretariat of Women's Policies Program;
Achievements:
• Recognition with a trophy granted by the SPM for receiving the Seal in all three editions;
• Awarded the Camellia of Freedom Award by the Center for Articulation of Marginalized People (CEAP), for promoting the appreciation of Black identity and culture.

6.3 Fund flow arrangements

All funds from the Readiness grant will be received by CAIXA in a dedicated account. Payments to national and international consultants, consulting firms, professional service providers and suppliers will be made from this account.

Fund Flow Description – GCF Readiness Grant at CAIXA

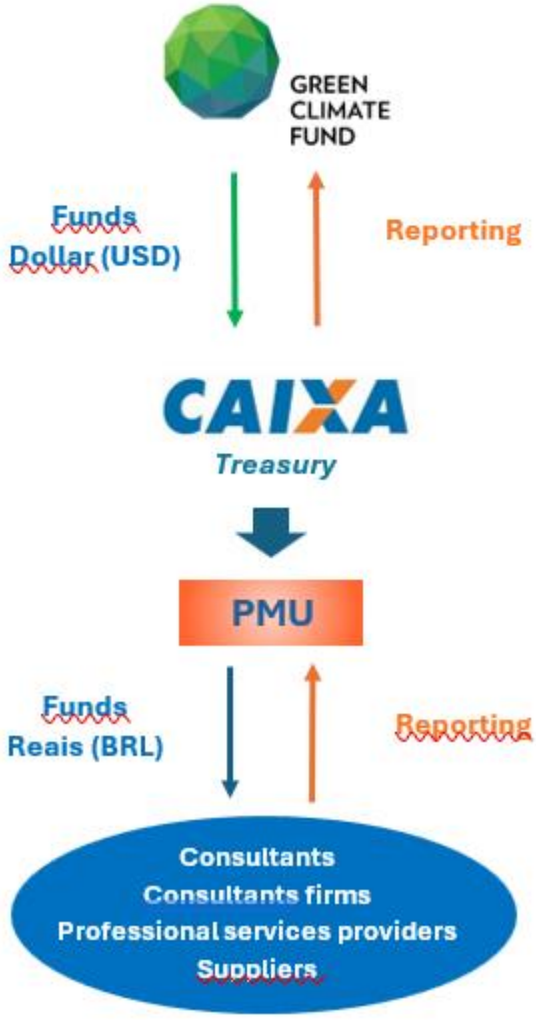
As a Direct Access Entity (DAE), CAIXA will manage the GCF Readiness grant through a structured and transparent financial flow:

- GCF DisbursementUpon approval of the Readiness proposal and signing of the Grant Agreement, the GCF will disburse funds directly to a Dedicated USD Account held by CAIXA's Treasury
- Conversion and Local Execution[MS1] [MM2] [VO3] [MM4] [MS5] [DINVS6] [MS7] [MM8] [MS9] [MS10] [DINVS11] Funds received in U.S. dollars will be converted into Brazilian Reais (BRL) upon receipt and transferred to CAIXA's Treasury. These funds will be earmarked exclusively for payments related to services, consultancies, and operational expenses of the Readiness Project.

The decision to convert the funds into Brazilian Reais is based on the following considerations:

- Project expenses will be incurred in BRL, and immediate conversion ensures greater budget predictability;
- Exchange rate risks will be mitigated through staggered disbursements over the course of the project's implementation;
- The interest rate differential is favorable for maintaining the funds in BRL compared to the U.S. base rate, allowing disbursed but unspent resources to generate financial returns;
- Opening a dedicated foreign account would be time-consuming and costly, given the temporary nature of the fund holdings. It would also introduce operational and accounting complexities disproportionate to the amounts involved.
- Payment AuthorizationThe Project Management Unit (PMU) will authorize payments through CAIXA's system, ensuring proper documentation and compliance with internal controls.
- Payments to Suppliers/ConsultantsOnce authorized, payments will be made to national consultants, consulting firms, professional service providers and suppliers contracted under the Readiness activities.
- Reporting to GCFCAIXA will submit the Annual Report to the GCF, detailing fund usage and exchange rate impacts.
- Annual External AuditAn independent audit will be conducted annually, and the Audit Report will be submitted to the GCF to ensure transparency and fiduciary compliance.

Figure 2. Flow of funds


GREEN
CLIMATE
FUND
Funds
Dollar (USD)
Reporting
CAIXA
Treasury
PMU
Funds
Reais (BRL)
Reporting
Consultants
Consultants firms
Professional services providers
Suppliers

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

There are no current United Nations Security Council (UNSC) restrictive measures in force against CAIXA or potential partners or beneficiaries of the Readiness grant. CAIXA will undertake all reasonable efforts to ensure that none of the grant funds are used to provide support to individuals or entities associated with terrorism and that the recipients of these funds do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list is available under <https://main.un.org/securitycouncil/en/content/un-sc-consolidated-list>.

7.6 Grievance Redress Mechanisms
CAIXA has established robust mechanisms to ensure that third parties and anonymous individuals can report allegations of wrongdoing in its projects and activities. Through its Whistleblower Channel, part of the institution's Integrity Program, any person—including employees, former employees, suppliers, clients, and the general public—can submit reports confidentially and anonymously. The channel is managed independently by specialised external providers (e.g., Contato Seguro and Aliant), ensuring impartiality and protection against retaliation for whistleblowers acting in good faith. Reports may include corruption, fraud, harassment, nepotism, misuse of confidential information, and other misconduct. The system is accessible via website (https://canalconfidencial.com.br/caixa), 24-hour hotline (0800 721 0738), mobile app, and email. While the term "Grievance Redress Mechanism (GRM)" is not explicitly used, the Whistleblower Channel functions as a core grievance resolution tool, complemented by additional customer service channels such as CAIXA's Ombudsman and Customer Service Center, which handle complaints, suggestions, and service-related issues.

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 strategy to ensure the sustainability of grants results is based on building and retaining CAIXA's capacities for the design and implementation of low-carbon, climate-resilient investments. These capacities will be enhanced by a combination of training activities (e.g., activity 2.2.1.1.), improved policies, procedures and systems (e.g., activities 1.3.1.1, 1.3.1.2., and 2.3.1.3.), and practical experience developing a programme on climate-resilient cities (e.g., activities 2.2.1.2 – 2.2.1.5, and 2.2.2.1 – 2.2.2.8.). The results from these activities will be documented and disseminated within the organisation to ensure that they remain available to CAIXA staff, including newly recruited or appointed staff. CAIXA has implemented a comprehensive knowledge management strategy designed to effectively integrate the procedures and tools developed through grant-supported initiatives. Central to this strategy are three key platforms: Universidade CAIXA, UC Play, and Escola VISUC. Universidade CAIXA ensures alignment between corporate learning and strategic priorities by embedding new tools into certification programs and professional development pathways. UC Play complements this by expanding access to multimedia educational content, allowing both internal and external stakeholders to engage with curated materials on sustainability, innovation, and public policy. Meanwhile, the Escola VISUC portal focuses on sustainability and sustainable development, offering thematic courses and specialized repositories that support technical and operational learning. Together, these platforms form a robust infrastructure for institutionalizing knowledge, fostering organizational learning, and ensuring the long-term adoption of insights and practices generated through the grant. The proposed programme on climate-resilient cities, developed with support from the grant, aims to become CAIXA's first GCF-approved FP. The grant design includes activities to produce all the necessary inputs for submitting an FP that meets GCF standards for project approval. Achieving this milestone would be a key element of the grant's exit strategy, as it would lead to programme implementation and provide an opportunity to demonstrate CAIXA's enhanced capacities in project management, monitoring, and evaluation. In this context, CAIXA acknowledges that it is ultimately at the GCF Board's discretion to approve any FPs submitted for its consideration.

9.2 Readiness Programme Closure
Tangible and intangible assets procured with Readiness grant resources will remain the property of CAIXA. No transfer of assets to third parties is foreseen under the Readiness grant.