



**GREEN
CLIMATE
FUND**

Readiness and Preparatory Support

Direct Access Proposal Template

DAE Support Window

Proposal title

Strengthening Fundación Avina's Capacity as a Direct Access Entity (41710)

Direct Access Entity

Fundación Avina

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

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:

[!\[\]\(a870788d6ed9b8fd294b7654a8c8526b_img.jpg\) Guide for Direct Access Entities to Access Readiness Support](#)

[!\[\]\(de95854c7ee024cfadc48187bbb781b2_img.jpg\) Guide for Direct Access Entities on Strategic Planning of Readiness Support](#)

If the DAE opts for the Direct Access option under the DAE window¹, 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

Strengthening Fundación Avina's Capacity as a Direct Access Entity

Total Approved Amount (in USD)

\$899,863

Implementation Period (in months)

36 months

Country Information

☐ Single DAE

☐ Multi-DAE

Lead DAE

Fundación Avina

Contact person

Virginia Scardamaglia

Position

Strategic Partnerships Officer

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Type of Access

☒ Direct Access by DAE

Participating DAE Information

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

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

1. Summary of the proposal

Fundación Avina seeks targeted Readiness support to strengthen its institutional capacities as a Direct Access Entity (DAE) to the Green Climate Fund and to scale its contribution to climate action across Latin America. Building on more than 30 years of work in the region—grounded in climate justice, collaboration with local communities, and strong multi-actor governance—Avina aims to consolidate the systems, skills, and tools required to develop, implement, and oversee high-impact, country-driven climate programmes.

Despite its robust track record, Avina faces several strategic and operational gaps that limit its ability to fully leverage its accreditation. Internal knowledge of GCF policies, safeguards, investment criteria, and programming modalities remains concentrated within a small team; MEL and risk-management systems require strengthening to meet GCF standards; executing entities need strategic capacity enhancement; methodologies for emissions accounting need updating to advance the institution's carbon-neutrality commitments; and the organization requires additional technical capacity to deliver investment-grade concept notes and full funding proposals aligned with national needs. At the regional level, there is a need for aligning efforts around Locally-Led Adaptation.

The proposed Readiness support directly addresses these gaps through four complementary outcomes aligned with GCF objectives. Under **Objective 1**, Avina will strengthen staff capacities on GCF's policies and procedures, and update its methodology and strategy for organizational greenhouse-gas emissions measurement and reduction. These efforts will enhance Avina's preparedness to access and manage climate finance effectively.

Under **Objective 2**, the proposal will expand Avina's programming capacity through hands-on support to develop a locally-led adaptation full funding proposal and a concept note, while also improving internal processes and systems for financial management, risk monitoring, Monitoring, Evaluation and Learning (MEL) and assessment of potential Executing Entities. Together, these actions will enable Avina to drive paradigm-shifting pipeline development based on country needs and aligned with USP-2 programming targets. Under **Objective 3**, Avina will strengthen South–South collaboration by enabling institutions across the region to align, coordinate, and commit to the implementation of Locally Led Adaptation, expanding regional capacity and equitable access to climate finance. The readiness support is expected to generate transformative and lasting institutional improvements. It will result in a strengthened workforce capable of navigating GCF requirements; updated and operational methodologies for carbon-neutrality; a more agile and integrated financial, risk-management, partner assessment and MEL systems aligned with GCF standards; a reinforced project pipeline including at least one full funding proposal and one concept note, and regional institutions engaged in locally-led adaptation. By systematically embedding learning-by-doing approaches, participatory workshops, and peer exchanges, the initiative will institutionalize new tools, templates, and practices that will enhance the quality, efficiency, and accountability of Avina's climate programming.

On the other hand, a part of the Readiness resources will be directed to a multi-DAE proposal which is being developed by the Community of Practice for Direct Access Entities (CPDAE) to enhance engagement and visibility of the platform.

Overall, this proposal will position Fundación Avina to more effectively access, design, implement, and oversee GCF-funded initiatives, while contributing to regional knowledge-sharing, stronger collaboration among developing countries, and greater inclusion of locally led climate solutions in the GCF portfolio. The expected impact is a more capable DAE that supports transformative, equitable, and country-driven climate action across Latin America—both during and beyond the Readiness period.

2. DAE Context

Guidance

This section provides an overview of 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

- Micro

Environmental & social risk category

- Category C

Financing modalities

- Basic, Project Management, Grant award and/or funding allocation mechanisms

Fundación Avina is an organization of the Global South that promotes collaborative processes that drive systemic changes in favor of human dignity and care for the planet. With operations in 19 Latin American countries and initiatives in Africa and Asia, Avina strengthens partnerships with local organizations and movements, with a network of more than 8,000 partners. We bring together strategic partners, promote the leadership of historically minoritized and vulnerable groups, and work with a network of on-the-ground allies to ensure local and global impact. We are: Connectors, using our unique action framework - CollaborAction - to bring together key stakeholders on the local, national, regional and global levels to build a unified vision and shared agendas; Guides, drawing on our expertise to inspire social, technological, and business innovation; and Investors, funding initiatives that promote sustainable development. The focus of Fundación Avina's work has three interconnected pillars: Climate Action, Democratic Innovation and a Fair and Regenerative Economy. Given our deep roots in Latin America and our increasing collaborations with partners in Africa and Southeast Asia, we look to accelerate a just climate transition through South-South cooperation and by strengthening the influence of Southern perspectives in global debates.

Track Record with the GCF

Fundación Avina is a regional Direct Access Entity (DAE) accredited to the Green Climate Fund (GCF) since 14 December 2016, with reaccreditation approved in July 2023 for a second five-year term.

Avina was accredited under the micro size category, authorizing it to manage projects of up to USD 10 million, and is classified under Category C for environmental and social risk, corresponding to low-risk project portfolios.

Since its accreditation in 2016, Fundación Avina has developed a strong and growing track record of engagement with the Green Climate Fund (GCF), focused on Readiness delivery, pipeline development, and the advancement of its first funding proposals.

Avina has acted as a delivery partner and implementing entity for multiple GCF Readiness and Preparatory Support projects across Latin America, including in Argentina, Ecuador, Paraguay, and Peru. These initiatives have supported countries in strengthening institutional capacities, improving climate governance, and enhancing access to climate finance, particularly in alignment with Nationally Determined Contributions (NDCs).

Through these projects, Avina has contributed to:

- Strengthening the capacities of national and subnational institutions
- Supporting climate finance planning and investment strategies
- Advancing national adaptation planning processes
- Facilitating access to GCF and other climate finance mechanisms

Avina has also progressed toward the development of its first funding proposal under the GCF Simplified Approval Process (SAP): Marajó Resiliente in Brazil. This project focuses on enhancing the resilience of smallholder

communities through climate-adaptive agroforestry systems and improved livelihoods, reflecting Avina's strengths in nature-based solutions and community-centered approaches.

On the other hand, Avina plays an important regional role within the GCF ecosystem, supporting knowledge exchange, collaboration, and capacity building among accredited institutions, especially through our participation in the Community of Practice for Direct Access Entities (CPDAE).

Accreditation stage

● Negotiation Finalized

The AMA is fully effective, with no outstanding conditions.

2.2 Entity Climate Priorities and Programming Capacity

Fundación Avina positions climate action as a core institutional pillar and structures its work around **four strategic agendas—mitigation, adaptation, loss and damage, and means of implementation—guided by a transversal climate justice lens.**

- **Adaptation (primary historic focus):** Avina’s main focus is on adaptation, reflecting its commitment to serve the most vulnerable populations affected by climate change, particularly grassroots communities in Latin America. The organization strengthens resilience in highly vulnerable territories through climate-resilient WASH systems, watershed and mangrove restoration, agroecological production, early warning systems, and local adaptation planning and governance.
- **Mitigation:** The organization advances emissions reduction through nature-based solutions, sustainable land use, inclusive circular economy models, and technological innovation applied to community level (e.g., renewable energy, recycling systems, agroforestry). Moreover, our focus is to ensure that our mitigation efforts are primarily centered on highlighting the active participation of grassroots communities in the implementation of climate solutions.
- **Loss and Damage:** Avina supports community recovery from climate-related disasters—such as forest fires, water scarcity and extreme events—through micro-grant mechanisms and engagement in global governance processes linked to the Loss and Damage agenda.
- **Means of Implementation:** Avina plays a unique regional role by supporting governments in NDC implementation, strengthening institutional capacities, producing technical evidence, mobilizing climate finance, and facilitating multiactor governance.

Across all agendas, **climate justice** is central—prioritizing Indigenous, Afro-descendant, rural, and urban-peripheral populations and ensuring rights-based, equitable climate action.

Fundación Avina has **over 25 years of experience** implementing complex, multi-country initiatives across Latin America and the Global South, combining territorial action with regional and global influence.

- **Demonstrated implementation at scale:** Avina has delivered climate-resilient water systems to 160,000+ people, restored 20,300 hectares of ecosystems, strengthened the resilience of thousands of small producers, and enabled the recovery of 263,000+ tons of recyclable materials through circular economy programs.
- **Strong governance and convening power:** Avina acts as a “climate orchestrator,” connecting communities, governments, civil society, academia, and the private sector, ensuring local knowledge informs national and international climate decision-making.
- **South–South cooperation:** Avina builds technical capacity and knowledge exchange between countries in Latin America, Africa, and Asia, enhancing NDC implementation and climate leadership in the Global South.
- **Science, technology, and innovation capacity:** Through WTT and Ikatu, part of Fundación Avina’s Ecosystem, the organization co-develops and scales climate-adaptive technologies (e.g., greywater reuse systems, plasma-activated water) and supports deep-tech solutions for decarbonization and resilience.

In summary, Fundación Avina’s climate priorities center on delivering **just, locally led, and globally connected climate solutions**, while its robust programming capacity—implementation track record, financial and technical expertise, GCF accreditation, and strong multiactor governance—positions it as a strategic partner for advancing national and regional climate action under the Paris Agreement.

Regarding the status of the GCF pipeline, the AE has developed two early-stage project ideas—on regenerative agriculture and water access in the Gran Chaco region—and one focused on inclusive recycling. These ideas have been submitted to the GCF for initial feedback in 2024, with the Gran Chaco proposal receiving positive initial comments. While no concept note for this idea has been finalized yet, as we had been awaiting for feedback from the NDAs until recently, the additional work required to reach that stage is relatively limited and could be done in-house. However, further support will be necessary to advance this initiative to full funding proposal. In parallel, the

AE is exploring additional opportunities in Central America, particularly in the ocean and fisheries sector in Panama, which would



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
Strengthening climate finance and NDC implementation by developing mitigation proposals through participatory federal process - ARG-RS-002	3 Aug 2018 - 31 Dec 2020	N/A	Completed	Strengthen access to climate finance and NDC implementation by developing mitigation project proposals through a participatory, federal approach	Main Outcomes: 1) Informative material about the National Cabinet for Climate Change (NCCC) and the stakeholder engagement processes in Argentina published and disseminated; 2) One-pagers for 12 potential mitigation projects prepared through a prioritization process with multi-stakeholder at sectorial and regional roundtables; 3) 5 concept notes developed and submitted to the NDA, the National Cabinet for Climate Change, as well as the GCF secretariat for feedback; 3) One PPF proposal developed and submitted to the National Cabinet for Climate Change for decision on formal submission to GCF Secretariat; 4) One full mitigation proposal developed and submitted to the National Cabinet for Climate Change for decision on formal submission to GCF Secretariat; 5) Private sector engaged in GCF through consultative processes and proposal development; 6) Mechanisms for strengthening an enabling environment for	N/A

					crowding-in private sector investments identified	
Strategic Framework - ECU-RS-003	14 Mar 2019 - 26 Feb 2021	N/A	Completed	Strengthen the capacities of the Decentralized Autonomous Governments (DAGs) at the province level in Ecuador to be able to access climate finance from the Green Climate Fund and other sources of finance for the implementation of strategic and prioritized climate related activities.	Main outcomes: 1) Decentralized Autonomous Government's knowledge on climate change and climate finance enhanced; 2) A pipeline of climate change projects and programs developed in a participatory manner that improves access to climate finance; 3) Sources of climate finance mapped and identified for the DAGs; 4) Representatives of DAGs manage better their climate resources and have the tools to formulate, monitor and evaluate climate change projects and programs that advance their identified climate priorities and needs; 5) Four concept Notes developed and presented to the GCF Secretariat for consideration	N/A
National Adaptation Planning in Peru - PER-RS-004	18 Nov 2019 - 9 June 2022	N/A	Completed	Include the participation of regional governments, in the planning and implementation of adaptation measures for the five thematic areas included in its NDC	Main outcomes: 1) Policies, strategies, existing adaptation actions, enabling conditions and stakeholders needed at the regional level to meet NDC targets are identified and connected with the 5 adaptation thematic areas; 2) Enabling conditions that foster the interface between subnational governments and national government for the implementation of adaptation actions in the NDC are strengthened; 3) Project ideas for the five Prioritized Adaptation sectors are created with 5 concept notes submitted to the GCF; 4) A system for monitoring and evaluating	N/A

				adaptation outcomes and financial resources at the subnational level is in place		
Strategic Framework - PRY-RS-002	17 Sept 2018 - 15 Dec 2020	N/A	Completed	Main objectives: 1) Assess, diagnose and prioritize emerging municipalities with the potential to contribute to the enhancement of the implementation of the NDCs; 2) Strengthen capacities of LDC in the twelve selected municipalities to mainstream climate change in their local development agenda and enhance stakeholder engagement; 3) Develop Climate Change Action Strategies and subsequent concept notes to access climate finance from the GCF; 4) Share best practices and lessons learned amongst local governments to serve as basis for the strengthening of regional and national climate change, gender and territorial strategies.	Main outcomes: 1) Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs; 2) Twelve municipalities with strengthened Capacities' to mainstream climate change with gender sensitive approach; 3) Twelve Climate Action Strategies for the participating municipalities elaborated and three concept notes developed; 4) Municipalities share lessons learned amongst local governments to serve as basis to strengthen regional and national climate change, gender and territorial strategies.	N/A
Enhancing resilience of communities, smallholders and ecosystems to climate change impacts through adapting and scaling up land/resources used systems in the Marajo Archipelago in Brazil - PPF040	18 Oct 2021 - 18 Oct 2022	N/A	FP Approved	Support the development of a full GCF funding proposal to enhance the resilience of vulnerable populations in Mexico City to climate change impacts on water.	Even though the proposal was withdrawn due to changes in the political context, the PPF allowed for the generation of valuable information and insights for the Mexico City government. Many studies were developed, such as: climate and water feasibility study, stakeholder engagement plan, gender assessment, household financial capacities assessment, economic and financial assessment, water policy instruments study, among others	N/A
Enhancing the resilience of vulnerable families in Mexico City to the impacts of climate change on water - PPF057	10 Jan 2023 - 10 Aug 2025	N/A	PPF Completed (FP Submitted)	Conduct studies to strengthen the overall strategic direction of the Marajo Resiliente funding proposal and identify the most climate-resilient, cost-effective and long-	The main results were: a) full funding proposal submitted to the GCF with annexes and studies, such as Climate Feasibility Study; gender assessment and gender	N/A

term agroforestry based solutions for the climate change problems faced by smallholders living in the target area. In addition, models for scaling up the solutions proposed in other regions will be identified

action plan, socioeconomic and financial study, financial technical study, stakeholder engagement plan, meaningful consultation report, among others.

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

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

2.4 Past and Ongoing Funded Activity Implementation and Project Pipeline

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

GCF Funded Activities

Project Title	Status	Amount	Details	Complementarity with the readiness proposal
Marajó Resiliente: Enhancing the resilience of smallholders to climate change impacts through adapting and scaling up diversified agroforestry systems in the Marajo Archipelago of Brazil - SAP031	Approved	9,388,923	The project's main objective is to enhance the resilience of smallholders and traditional communities to climate change impacts This is achieved primarily through scaling diversified agroforestry systems (DAS) as a nature-based solution.	Targeted readiness activities will enhance the capacities for implementation of the Marajo Resiliente proposal

2.5 Challenges, Gaps, and Barriers

Fundación Avina faces a set of institutional and technical gaps that, if unaddressed, could constrain its ability to fully leverage its accreditation and program GCF resources at scale.

First, internal familiarity with GCF policies, procedures, and programming requirements remains uneven across teams. Knowledge of investment criteria, operational modalities, safeguards, and results management frameworks is largely concentrated within a small core group, limiting broader staff engagement in proposal design and reducing agility in responding to emerging opportunities.

Second, Avina is advancing its carbon-neutrality commitments and requires updates to its GHG accounting approach and additional specialized support to consolidate mitigation-related practices across operations and programmes. Current methodologies and in-house technical depth on mitigation options are not yet consistent across the organization, which can create inefficiencies in translating climate commitments into standardized procedures and decision-making.

Third, specialized technical support is needed to consistently produce investment-grade concept notes and full funding proposals. While Avina has relevant experience, limited staff time and uneven exposure to GCF proposal requirements can affect the speed and consistency with which teams articulate theories of change, implementation arrangements, and comprehensive documentation, as well as assess potential Executing Entities fiduciary, environmental, social, and operational capacities, in line with GCF requirements.

Fourth, several key processes related to expense recording, reconciliation, and financial monitoring continue to rely on manual controls and spreadsheet-based tools. This creates inefficiencies, increases staff workload, and elevates the risk of human error, data inconsistencies, and delays in financial reporting. There is therefore a need to strengthen and modernize financial management systems through the adoption of more automated and integrated digital solutions.

Fifth, current Monitoring, Evaluation and Learning (MEL) arrangements require further strengthening in data architecture, indicator tracking, and reporting consistency to fully align with the Fund's results-based management expectations. Enhancing MEL tools, protocols, and staff competencies will improve quality assurance, evidence generation, and timely reporting across the portfolio.

Sixth, risk management processes would benefit from further integration and systematization to strengthen identification, assessment, monitoring, and reporting of financial, operational, environmental, social, and compliance risks. Greater interoperability between the risk monitoring system and MEL processes will reduce fragmentation, improve oversight of safeguards and integrity-related risks, as well as lower transaction costs during implementation.

Seventh, limited coordination and alignment among climate-finance actors constrains the effective delivery of Locally Led Adaptation (LLA), delaying support to frontline communities.

Finally, despite Avina's participation in the CPDAE, there are still important limitations that constrain effective cross-learning and collaboration among DAEs. Engagement across members tends to be uneven, with limited structured mechanisms for sustained knowledge exchange, peer-to-peer support, and joint problem-solving. Additionally, the CPDAE's visibility remains relatively low, reducing its potential to influence broader GCF processes and showcase its work.

2.6 Stakeholder Engagement

Avina operates as a *climate orchestrator* that convenes **local communities, Indigenous and traditional peoples, civil society, private sector, and government** at municipal, state, and national levels through structured, inclusive processes (participatory, gender-responsive, accessible, and transparent).

During project design, Avina leads: (i) **early stakeholder mapping** across municipal–state–national levels; (ii) iterative **consultations with the NDAs, line ministries and local governments**; and (iii) **consultations** with **communities** and other local groups, among others.

Project implementation is as participatory as the design phase: project governance usually includes all stakeholders involved in or interested in the action to be undertaken. For example, the SAP031 - Marajo Resiliente project uses a two-tier governance model:

- a Project Steering Committee (PSC) that meets twice a year, and which includes Brazil’s NDA, federal line ministries, Pará’s environmental authority (SEMAS-PA), municipal governments (Soure, Salvaterra, Cachoeira do Arari), Quilombola state organization (MALUNGU), the Accredited Entity (Avina) and Executing Entities; and
- a Local Advisory Committee (LAC) that meets 3 times per year and is composed of beneficiaries, community and women’s representatives, municipal authorities, technical agencies (EMATER, ICMBio, EMBRAPA), and partners. The LAC includes two dedicated “situation rooms”—Gender and Quilombola—to monitor risks, preferences and opportunities, and to develop the Indigenous Peoples Plan (IPP) and FPIC protocols for traditional knowledge.

Fundación Avina also maintains active engagement with other Direct Access Entities (DAEs) through peer exchange, collaboration, and knowledge sharing platforms, contributing to collective learning on GCF processes through the Community of Practice for Direct Access Entities (CPDAE). Finally, we engage with organizations that are seeking GCF accreditation to share our experience in the process.

2.7 Specific Readiness Needs

Fundación Avina intends to amplify the impact it delivers through GCF projects by scaling a robust pipeline and further institutionalizing GCF-aligned systems, tools, and competencies across the organization. To do so, Avina has identified the following readiness priorities:

1. Incorporation of GCF policies and procedures

Strengthening institutional engagement with the GCF is a strategic priority for Avina. The Readiness support will help embed a shared, organization-wide understanding of relevant GCF policies, procedures, and programming modalities, while drawing practical lessons from peer and GCF-funded experiences. This will be pursued through increased participation in regional and global GCF dialogues, complemented by a dedicated internal workshop series to equip a broader group of staff to contribute effectively to GCF-aligned project design and implementation.

2. Carbon Neutrality and Emissions Management

To advance its climate ambition, Fundación Avina needs to update and standardize its methodology for measuring and managing greenhouse gas (GHG) emissions across both operations and programmatic activities, in line with internationally recognized standards. This work will strengthen Avina’s readiness to operationalize its carbon-neutrality commitments and align internal practices with international best practices.

3. Proposal Development and Implementation

Avina seeks to design new concept notes and funding proposals that address equity gaps while strengthening regional climate resilience and inclusive development outcomes. Readiness support will help systematize and scale internal proposal development and implementation capacities, combining hands-on coaching with fit-for-purpose tools and templates to strengthen consistency and efficiency. Key areas include application of GCF investment criteria, Theory of Change development, integrated results frameworks, and the articulation of robust climate evidence. Targeted external technical support will complement Avina’s in-house expertise to accelerate knowledge transfer and ensure that concept notes and full proposals meet GCF quality expectations.

4. Assessment of Partners’ Capacities

Avina seeks to conduct an assessment to identify gaps, risks, and areas for improvement across key dimensions such as fiduciary management, environmental and social safeguards, gender responsiveness, monitoring and reporting, and project execution capabilities of potential executing entities.

5. Enhancement of MEL capacities

Fundación Avina requires strengthened Monitoring, Evaluation, and Learning (MEL) capacities to more effectively track results, measure impact, and inform adaptive management across its GCF-related portfolio. Readiness support will enhance MEL practices through more robust methodologies for data collection, verification, and analysis, alongside clearer alignment with GCF performance measurement frameworks and reporting requirements.

6. Increase in efficiency of Risk Management systems

Avina's institutional risk management systems will be further strengthened through Readiness support. Procedures and analytical tools will be refined to better identify, assess, and mitigate risks during project design and implementation. Building on Avina's existing integrated risk monitoring system, targeted enhancements will increase transparency, strengthen adaptive management, and support more informed decision-making—ultimately reducing operational and reputational risks and reinforcing compliance with GCF requirements.

7. Strengthening and modernization of financial management systems

Fundación Avina faces the need to strengthen the integration between its project management and financial management systems. While Microsoft Dynamics CRM and Finance & Operations (F&O) are both fully operational and partially integrated, financial execution data currently requires additional manual consolidation and reconciliation before it can be used for project monitoring and budget oversight. This creates inefficiencies, increases administrative workload, and limits real-time visibility into project expenditures and budget performance. Expanding the integration between both platforms will enable the automatic flow of validated financial information from F&O into the CRM, allowing project teams and management to monitor budget execution directly within the project management environment.

8. Innovation and Regional Leadership for Locally Led Adaptation (LLA)

Targeted readiness support is needed to strengthen coordination and operational alignment among climate finance actors to operationalize Locally Led Adaptation (LLA). The proposed support will help convene key regional stakeholders and translate LLA principles into concrete institutional practices—such as common guidance, coordination mechanisms, and time-bound commitments—so that adaptation finance reaches frontline communities in a more equitable, timely, and context-responsive manner.

9. Strengthening cross learning with other DAEs

Avina is a member of the CPDAE, a platform where DAEs from all regions exchange knowledge and lessons learned. There is an opportunity to further enhance both the level of engagement within the platform and its overall visibility. To this end, the CPDAE is leading the preparation of a multi-DAE proposal, to which Avina is contributing a portion of its Readiness resources.

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 proposal responds to four main outcomes under the three GCF Readiness Objectives, which are the following:
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.

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.

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.

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.

Under **Outcome 1.3**, Fundación Avina will strengthen its institutional capacity and strategic alignment with the Green Climate Fund (GCF) by targeted training on GCF policies and procedures. These actions will support the institutionalization of GCF-related knowledge beyond a core group, reinforcing compliance, operational consistency, and long-term accreditation sustainability.

In parallel, Avina will enhance its technical and operational capacities to design and implement carbon neutrality strategies. This includes updating greenhouse gas (GHG) emissions calculation methodologies in line with recognized international standards, as well as delivering capacity-building sessions to embed mitigation considerations into day-to-day institutional practices.

Collectively, these interventions will consolidate Avina's institutional capabilities and position the organization to more effectively access, manage, and deploy climate finance at scale, contributing to Objective 1 by strengthening climate finance coordination and the enabling environment for integrated climate investment.

Under **Outcome 2.2**, Avina will leverage readiness support to deepen internal expertise in GCF investment criteria, Theory of Change development, and integrated results frameworks, enabling the systematic preparation of high-quality concept notes and full funding proposals. These proposals will prioritize locally led adaptation approaches and be grounded in country needs, equity, and inclusive climate outcomes.

In particular, Avina expects to develop a full funding proposal in the Gran Chaco region in Bolivia, focusing in the implementation and scaling up of climate-resilient agriculture and efficient water use, catchment, and harvesting based on ecosystem-based adaptation practices. Avina is also exploring an opportunity to work in Central America in the ocean and fisheries sector, most probably in Panama.

Complementarily, under **Outcome 2.3**, Avina will strengthen its internal processes and systems to effectively oversee project implementation, enhance financial management, monitoring and reporting and the assessment of executing entity capacities. This includes targeted improvements to the institutional risk management system and enhanced capacities in Monitoring, Evaluation and Learning (MEL), reinforcing accountability, results-based management, and adaptive decision-making. Together, Outcomes 2.2 and 2.3 will advance paradigm-shifting pipeline development for adaptation and mitigation, aligned with USP-2 programming targets and country priorities. Finally, under **Outcome 3.2**, Avina will implement a structured engagement process aimed at reinforcing institutional alignment and learning on Locally Led Adaptation (LLA) within the regional climate finance ecosystem. This approach strengthens Avina's own institutional role as a reference DAE while contributing to Objective 3 by enhancing knowledge-sharing, peer learning, and regional cooperation on climate programming and financing.

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

Through targeted readiness support, Fundación Avina will strengthen its institutional programming capacity and consolidate a more strategic and consistent pipeline of GCF-aligned initiatives.

This support will enable the development of a high-quality full funding proposal and a concept note, while institutionalizing internal knowledge, tools, and workflows for project design and implementation. As a result, Fundación Avina will be better positioned to deliver scalable, country-driven interventions with clear theories of change, robust results frameworks, and measurable impacts.

In parallel, the strengthening of technical capacities and institutional systems—particularly in carbon neutrality strategies, Monitoring, Evaluation and Learning (MEL), and risk management—will enhance Avina’s ability to oversee GCF-funded projects in line with fiduciary, operational, and results-based management standards. These improvements will reinforce Avina’s role as a reliable Direct Access Entity capable of managing increasingly complex climate finance operations.

Readiness activities will also strengthen Avina’s ability to operationalize Locally Led Adaptation (LLA) by improving coordination and alignment across the climate-finance ecosystem and translating LLA principles into concrete financing and implementation arrangements.

Ultimately, these institutional enhancements will enable Fundación Avina to more effectively access, design, implement, and oversee GCF-supported initiatives, contributing not only to GCF strategic priorities but also to systemic, equitable, and country-driven climate action across Latin America.

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](#).

Fundación Avina's institutional strengthening begins with the recognition that there are many opportunities to better and fully engage with the Green Climate Fund (GCF). The Readiness proposal sets into motion a deliberate sequence of activities that collectively strengthen Avina's institutional foundations, expand its programming capacity, and deepen its regional role in climate finance.

The first set of interventions focuses on enabling Avina to meet and maintain GCF accreditation standards, contributing to **Outcome 1.3**.

Through **Activity 1.3.1.a**, Avina expands staff understanding of GCF policies, investment criteria, safeguards, and programming modalities by structured learning spaces. This intervention reduces the current over-reliance on a small core team by broadening knowledge across technical and programmatic staff, directly generating **Output 1.3.1**, which addresses core institutional capacity requirements for sustained accreditation.

Activity 1.3.1.b strengthens Avina's internal climate governance by updating its methodology for greenhouse gas accounting and supporting the development of emission-reduction and mitigation strategies. The updated tools and enhanced staff capacities improve Avina's alignment with international best practices on carbon neutrality, reinforcing **Output 1.3.1** and further strengthening institutional readiness to strategically access, manage, and report on climate finance under **Outcome 1.3**.

Together, these integrated interventions—staff capacity-building and improved internal climate governance—establish a robust institutional foundation for sustained GCF accreditation and compliance.

As institutional capacities become more robust, the Theory of Change advances logically toward strengthening Avina's ability to generate a high-quality GCF project pipeline under **Outcome 2.2**. Through **Activity 2.2.2.a**, Avina co-creates a full funding proposal for a locally led adaptation initiative, benefiting from external technical expert support while embedding hands-on learning for its programmatic teams. This process enhances internal capacities in Theory of Change design, climate evidence articulation, application of investment criteria, and development of all required annexes. Together with **Activity 2.2.2.b**, which guides the formulation of a concept note for one or more countries based on climate vulnerability and national priorities, these activities produce **Output 2.2.2**: a strengthened, investment-grade pipeline aligned with country programmes and the GCF's USP-2 targets. As a result, Avina becomes capable not only of developing proposals of higher quality, but also of doing so more consistently and strategically—fulfilling the intent of **Outcome 2.2**.

Strengthening Avina's programming capacity is closely tied to enhancing its internal systems for oversight and adaptive management, contributing to **Outcome 2.3**. **Activity 2.3.1.a** fortifies Avina's institutional risk management by upgrading the integrated risk-monitoring information system to improve data flow, analytics, and interoperability with existing MEL systems. Parallel to this, **Activity 2.3.1.b** reinforces the Monitoring, Evaluation and Learning system, revising methodologies, tools, and frameworks, and grounding improvements in practical lessons from the Marajó Resiliente project. **Activity 2.3.1.c** addresses a critical issue: the readiness of Executing Entities. Through this activity, Avina will conduct an assessment to identify capacity gaps, risks, and areas for improvement across key GCF dimensions. Finally, the integration between project management and financial management systems through **Activity 2.3.1.d** will strengthen Avina's capacity for financial management and oversight.

These efforts collectively generate **Output 2.3.1**, establishing more coherent oversight processes and institutional accountability mechanisms that directly enhance Avina's ability to manage GCF-funded programs in alignment with the Fund's requirements, thereby achieving **Outcome 2.3**.

Under **Outcome 3.2** the Readiness proposal advances by positioning Fundación Avina as a facilitator of LLA within the regional climate-finance ecosystem. Through **Activity 3.2.1.1**, Avina strengthens institutional coordination and operational alignment among Accredited Entities, intermediaries, and local implementation partners to translate LLA principles into concrete programming and financing practices.

Through this integrated chain of activities, outputs, and outcomes, the Theory of Change shows how targeted investments in people, systems, tools, and collaboration gradually reshape Fundación Avina into a stronger, more agile, and regionally influential DAE—capable of designing and executing transformative, locally led climate solutions well beyond the Readiness period.

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. Strengthening Learning on the GCF. This activity will be achieved by building internal capacity on GCF policies, procedures, and strategic priorities through sustained and active participation in GCF regional and global dialogues and other relevant forums, as well as structured learning experiences. To date, Fundación Avina's interaction with the GCF has been concentrated within a small core team. Broadening engagement across additional staff members is essential to institutionalize knowledge of the Fund, strengthen cross organizational alignment, and ensure that a wider group of key technical and programmatic staff can effectively contribute to GCF aligned project development and implementation. A knowledge repository consolidating the guidelines, training materials, and feedback gathered during the sessions, as well as a brief report outlining how the workshops have enhanced Avina's institutional capacities, will be developed.

1-3-1.b. Enhancement of methodology for GHG emissions calculation and emission-reduction strategies. This activity will help update Fundación Avina's strategies and methodology to measure, monitor, and reduce its greenhouse gas (GHG) emissions across organizational and programmatic levels, in alignment with the institution's carbon neutrality goals and international best practices. A specialized consultancy firm or technical expert will be engaged to: 1. Assess Fundación Avina's actual methodology for GHG quantification; 2. identify other methodologies for GHG quantification that could prove more suitable; 3. calculate Avina's organizational and programmatic GHG baseline, taking into account previous calculations; 4. assess most suitable emission reduction options; and 5. implement a virtual workshop on day-to-day mitigation tools for Avina's staff.

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. Development of a locally led adaptation full funding proposal, including legal arrangements, with internal capacity strengthening. Fundación Avina will develop a high quality, locally led adaptation full funding proposal for submission to the Green Climate Fund (GCF), with structured external technical support embedded throughout the process. The activity will be designed not only to deliver a GCF proposal with all its annexes, but also to ensure systematic transfer of knowledge and practical skills to Fundación Avina's programmatic teams, strengthening long term institutional capacity for GCF project development. This activity will also include the organization of in-person, participatory workshops to collaboratively develop and refine the proposal, facilitating hands-on capacity transfer to Fundación Avina's team and key stakeholders. External experts with demonstrated experience in GCF proposal formulation will work closely with Avina's staff to support:

- Application of GCF investment criteria, including impact potential, paradigm shift potential, sustainable development co-benefits, needs of the recipient, efficiency and effectiveness, and country ownership;
- Development of a robust Theory of Change as a participatory planning tool, incorporating climate evidence, adaptation pathways, assumptions, risks, and locally appropriate intervention models;

- Design of an Integrated Results Framework, including outputs, outcomes, indicators, baselines, targets, and alignment with GCF results areas and performance measurement frameworks. External experts will provide comprehensive support in preparing all required documentation and annexes to ensure full compliance with GCF standards, and will also recommend workflows for project design and implementation. The number of studies, assessments, and other actions undertaken to support the development of the full funding proposal is at least 5, including but not limited to: the Feasibility Study, the Gender Assessment and Gender Action Plan, the Risk Assessment, the Environmental and Social Action Plan, and the Stakeholder Engagement Plan. These deliverables will be developed in close coordination with Fundación Avina's team to guarantee technical rigor, alignment with country and stakeholders' priorities, and integration of best practices. The consultancy firm will also lead the workshop for risk management in Activity 2.3.1.1. The activity will also include support for the external legal review of the proposal's funding agreement and related documents prior to its signing.

☒ 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. Development of a concept note for underserved country(ies). Fundación Avina will develop a GCF aligned concept note targeting one or more countries. The concept note development will include:

- Initial country and sector prioritization, based on climate vulnerability, national priorities, Avina's previous work and GCF strategic fit;
- Preliminary articulation of the climate evidence, proposed solution, expected results, and alignment with national climate strategies;
- Identification of stakeholders and implementation arrangements. The concept note will be developed in close coordination with relevant national designated authorities (NDAs) and aligned with GCF and Avina's programming priorities, serving as a foundation for future full funding proposal development.

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. Strengthening Fundación Avina's capacity for risk management. This activity will strengthen Fundación Avina's institutional capacity to monitor risks across the full project lifecycle— from project design and approval through implementation, monitoring, and closure. The main aim will be to strengthen the existing integrated risk management information system to enhance its interoperability with Avina's monitoring, evaluation, and learning (MEL) systems. Improvements will focus on optimizing data flows, refining analytics, and consolidating automated processes for risk identification, tracking, and reporting, ensuring a more coherent, agile, and institutionally aligned risk management framework.

2-3-1.b. Strengthening Fundación Avina's Monitoring, Evaluation and Learning (MEL) System. This activity will enhance Fundación Avina's institutional Monitoring, Evaluation and Learning (MEL) system to ensure it meets the standards and reporting requirements of the GCF and other donors. Building on existing MEL processes, the activity will focus on addressing current institutional gaps related to technical capacity, system integration, and the consistent generation of high quality data for GCF aligned project design and implementation. The activity will include: • Enhancing and updating MEL protocols, data collection tools, and internal guidance to ensure standardization, quality control, and alignment with GCF methodologies for monitoring, reporting, and learning. • Refining MEL methodologies, updating frameworks, and integrating GCF aligned practices into Avina's institutional systems in a way that is scalable and applicable beyond a single project. For this, the Marajó Resiliente project currently under implementation, will be used as a learning and reference case. Through these actions, Fundación Avina will enhance its ability to produce reliable and timely information for reporting, institutional decision making, and learning. The strengthened MEL system will support both current and future GCF project portfolios while reinforcing Avina's organizational readiness and long term performance management capacity.

2-3-1.c. Assessment of potential Executing Entities As part of its readiness priorities, Fundación Avina will conduct a structured capacity assessment of potential Executing Entities for the full funding proposal. The assessment will identify gaps, risks, and areas for improvement across key dimensions required by the GCF, including fiduciary management, environmental and social safeguards, gender responsiveness, monitoring and reporting systems, and project execution capabilities. The results of this assessment will inform targeted capacity enhancement measures and risk mitigation actions to ensure that partners strengthen their compliance with GCF standards and are able to effectively implement funded activities.

2-3-1.d. Strengthening and modernization of financial management systems This activity will allow a consultancy company and an individual consultant to strengthen Avina's institutional systems by expanding the integration between CRM and F&O to automate the complete partnership and project management cycle. The enhanced integration will enable the automatic transfer and reconciliation of validated financial information from F&O into CRM, allowing real-time monitoring of budget execution, expenditures, and financial commitments at the project and partnership level. The activity will also develop automated reconciliation mechanisms, real-time financial dashboards, and comprehensive traceability functionalities linking project design, implementation, and financial execution. In parallel, staff training and system documentation will ensure institutional adoption, sustainability, and effective use of the upgraded platform.

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. Institutional Alignment and Regional Roadmap for Scaling Locally Led Adaptation in Latin America
Fundación Avina will facilitate a structured process to advance institutional alignment around Locally Led Adaptation (LLA) in Latin America. The activity will begin with a stakeholder mapping and engagement phase, followed by a series of bilateral virtual consultations with selected institutions from multilateral development banks, philanthropic organizations, climate funds, and other relevant actors. These tailored exchanges will assess institution-specific barriers, incentives, operational constraints, and opportunities for adopting and scaling LLA approaches. A key milestone of this phase will be the preparation of an institutional alignment assessment summarizing common challenges, promising practices, and priority areas for action across participating organizations. Building on these findings, Fundación Avina will convene a three-day immersive, in-person workshop designed as a trusted space for reflection, peer learning, and collective problem-solving. Drawing on tested global approaches, including methodologies developed by IIED and other LLA practitioners, participants will exchange experiences, identify opportunities for greater coordination, and develop a shared vision for scaling locally led adaptation throughout the region. A second milestone will be the documentation of lessons learned, institutional commitments, and recommendations emerging from the workshop. The process will culminate in the co-creation of a Regional Roadmap for Scaling Locally Led Adaptation in Latin America, which will constitute the principal output of the activity. The roadmap will include clear, time-bound, and measurable commitments from participating institutions, priority actions to strengthen enabling conditions for LLA, opportunities for collaboration and knowledge exchange, and recommendations to improve the accessibility, responsiveness, and effectiveness of adaptation finance. The final milestone will be the formal endorsement and dissemination of the roadmap among participating organizations, providing a practical framework to guide future institutional action and regional collaboration on locally led adaptation.

4.3 Stakeholder Engagement Strategy

Fundación Avina consulted key stakeholders to identify gaps, challenges, and opportunities related to accessing GCF resources, ensuring that the proposed activities are aligned with institutional needs. During proposal preparation, Avina carried out extensive internal consultations with teams experienced in implementing or supporting GCF projects, enabling the organization to gather practical insights on operational bottlenecks, technical capacity needs, and institutional priorities. In parallel, Avina engaged the National Designated Authorities (NDAs) of the countries targeted for proposal development, with Readiness support.

Fundación Avina has been actively engaged in global discussions on Locally Led Adaptation (LLA) and has also initiated Latin America-focused conversations on the barriers that grassroots and community-based organizations face in accessing climate finance. Building on this momentum, Avina intends to convene a regional dialogue to jointly identify the key barriers and practical opportunities to expand equitable access to adaptation finance. The event will bring together key actors across the regional climate finance ecosystem—including financial institutions (e.g., IDB, CAF, BNDES), philanthropic organizations active in the region (e.g. iCS, iCM), and other intermediaries (e.g. Fundo Casa, Fundación Futuro Latinoamericano) —to align perspectives, validate priorities, and catalyze concrete pathways for financing and supporting locally led solutions. Throughout implementation, stakeholder engagement will remain continuous and structured. Regular coordination meetings, participatory in-person and virtual workshops, and dedicated peer-learning exchanges will ensure that multiple perspectives are integrated into the Readiness activities. Most importantly, stakeholder feedback will be captured and incorporated through iterative proposal-development processes.

NDAs from the countries where Concept Notes and Funding Proposals will be developed will be engaged throughout implementation of the Readiness. Their participation will be essential to ensure alignment with national climate priorities, consistency with country programmes and adaptation plans, and endorsement of project concepts as they emerge.

As in the case of the NDAs, local organisations and private sector will be engaged in proposal development. In the case of the Gran Chaco proposal, several local organisations that are long standing partners have been consulted on the project, and private sector stakeholders are also expected to be integrated in the proposal. Conversations are pending for example with the Banco de Desarrollo Productivo, another DAE for Bolivia, with CREA (Asociación Boliviana de Grupos CREA), Federación de Ganaderos del Gran Chaco (FEGACHACO), and with CAINCO (Cámara de Industria, Comercio, Servicios y Turismo), who are our main contact in Innovation topics. For the potential proposal in Panama, project development remains at an early stage. However, an initial mapping of relevant private sector stakeholders has already been initiated and will inform the design and development of the concept note and subsequent funding proposal. This early engagement process is intended to identify opportunities for collaboration, ensure alignment with private sector priorities and capacities, and promote meaningful stakeholder participation throughout the proposal development process.

Several additional partners will also be engaged through the programme, both as participants in the capacity-building sessions on GHG accounting and climate-related methodologies and as candidates for the assessment process aimed at identifying potential Executing Entities. The specific organizations to be involved will be identified and selected during Readiness implementation. By embedding stakeholder participation across all stages of the Readiness cycle—from design to implementation and learning—the proposed activities will foster stronger ownership, reinforce institutional commitment, and enhance the long-term relevance and sustainability of results beyond the Readiness period.

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)
Financial	Exchange rate fluctuations affecting the cost of consultancy services and other readiness activities	Medium	Medium	Budget contingencies included to absorb moderate exchange rate variations.	Fundacion Avina
Operational	Limited availability of qualified consultants with demonstrated experience	Low	Medium	1) Conduct early market assessment and outreach to identify suitable experts; 2) Use competitive and transparent procurement processes; 3) Maintain flexibility to engage regional or international consultants and allow hybrid (virtual/in person) modalities; 4) Leverage existing GCF networks and peer DAEs to identify qualified experts	Fundacion Avina
Political	Lack of political support or endorsement for the concept note or the full funding proposal	Medium	Medium	1) Early and continuous engagement with the National Designated Authority (NDA) and relevant line ministries, considering elections and high personnel rotation; 2) Strong alignment of the proposal with national climate strategies, NDCs, and adaptation plans; 3) Incorporation of government priorities and stakeholder inputs throughout proposal development.	Fundacion Avina



Operational	Limited interest or availability of other institutions to participate in LLA activities	Low	Medium	Flexible design of activities (virtual, hybrid, or in-person) to lower participation barriers	Fundacion Avina
Financial	Risk of money laundering and illicit financing	Low	Low	• Application of Fundación Avina's and GCF integrity, anti-fraud and anti-money laundering policies. • Due diligence procedures applied to contractors prior to engagement. • Verification of organizational and financial documentation before disbursements. • Segregation of financial responsibilities and multi-level approval processes for expenditures. • Periodic financial monitoring and reconciliation of project expenditures. • Availability of grievance and reporting mechanisms accessible to project stakeholders.	Fundacion Avina
Financial	Risk of prohibited practices (coercion, collusion, fraud, corruption)	Low	Low	• Application of Fundación Avina procurement and financial management procedures. • Competitive and documented procurement processes where applicable. • Segregation of duties and approval controls. • Periodic financial reviews and monitoring of expenditures. • Integrity and ethics awareness activities for project personnel and partners. • Escalation and investigation procedures for any allegation of prohibited practices.	Fundacion Avina
Financial	Risk of involvement of Politically Exposed Persons (PEPs), potentially resulting in reputational, fiduciary, or compliance risks.	Low	Low	• Mandatory due diligence procedures for implementing partners, suppliers and consultants. • Screening against applicable sanctions lists, including OFAC and other relevant international databases. • Collection and review of PEP declarations where applicable. • Documentation and retention of due diligence records. • Escalation procedures in the event of potential sanctions or PEP-related concerns.	Fundacion Avina
Financial	Risk of Conflicts of Interest Affecting Decision-Making and Resource Allocation	Low	Low	• Strengthen regular update and dialogue spaces to ensure transparency in decisions, roles, and resource use, reducing risks of conflicts of interest. • Maintain an operational and widely disseminated Grievance Mechanism, promoting its timely use as a reliable channel to report concerns and prevent negative impacts on Readiness implementation	Fundacion Avina



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	0	5

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

Fundación Avina (Avina) is a regional non-profit organization, rooted in the global South, that impacts the world through collaborative efforts that foster human dignity and care for the planet. Avina is legally established in Panama on November 13th, 2001, in the Public Ministry of Panama, under Folio # 5789, with headquarters located in Calle Evelio Lara, Casa N°131-B, Ciudad del Saber, Clayton, Panama.

Fundación Avina will act as the Implementing Partner, being responsible for:

Project Management: Responsible for comprehensive planning, coordination, and oversight of all project activities, including monitoring, learning, and evaluation. Ensures alignment with GCF and Fundación Avina policies and procedures, while maintaining the highest technical quality standards for project deliverables.

Reporting: Oversees the facilitation of mid-term and final evaluations, reviews and clears contracted Progress Reports, and prepares requests for disbursements in accordance with established guidelines.

Financial Management: Manages the project budget in compliance with institutional and GCF requirements, coordinates audits, and assumes overall fiduciary responsibility to ensure transparency and accountability.

6.1.2 Framework Agreements

Fundación Avina, as an accredited Direct Access Entity to the Green Climate Fund, will assume responsibility for implementing the Readiness Support. The organization possesses the institutional capacity and governance structures required to ensure effective and compliant delivery of all activities. By implementing the Readiness Support directly, Avina will guarantee alignment with GCF policies and procedures while optimizing efficiency and accountability throughout the project lifecycle.

6.2 Organisation and Staffing

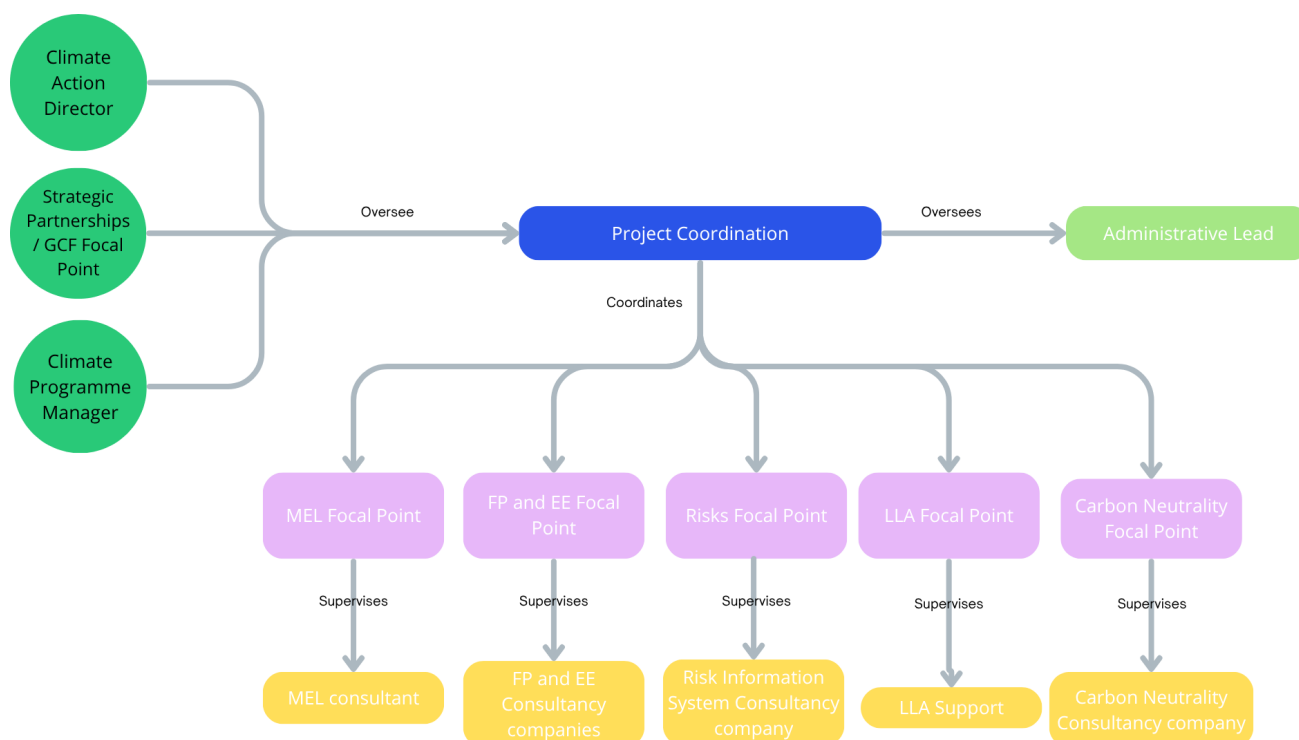
In this chapter, propose the structure and composition of your team. Consider including a visual depiction of the programme team through an organisational chart, depicting reporting responsibilities. List the main disciplines, key experts responsible, and technical and support staff, including their 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
Virginia Scardamaglia	Fundacion Avina	Strategic Partnerships	Strategic Partnerships Officer	Oversee proposal implementation and GCF liason	Argentina
Chiaki Kinjo	Fundacion Avina	Risks	Risks focal point	Lead the risk information system enhancement	Bolivia (Plurinational State of)
Milena Gramacho	Fundacion Avina	Administration	Administrative Lead and Carbon Neutrality Focal Point	Administrative coordination	United States

Eduardo Rotela	Fundacion Avina	Biomes	Full funding proposal focal point	Participate in the development of full funding proposal	Paraguay
Andrés Mogro	Fundacion Avina	Climate finance	Project coordinator	Coordinate the implementation of the Readiness Proposal	Ecuador
Juliana Strobel	Fundacion Avina	Climate Action	Locally Led Focal Point / Climate Action Director	Lead the regional cooperation on LLA	Brazil
Maria Gracia Aguilar	Fundacion Avina	Climate Action	Climate Programme Manager	Oversee project implementation	Peru
Victoria Matusevich	Fundacion Avina	Climate Finance	LLA support	Support the collaborations among regional stakeholders on LLA	Argentina
Juan Cristobal Birbuet	Fundacion Avina	MEL	MEL focal point	Supervise and guide the work of the MEL consultant	Bolivia (Plurinational State of)



6.3 Fund flow arrangements

Disbursement of funds will be done from the Green Climate Fund to Fundación Avina, who will be responsible for overall budgeting, procurement, expenditure, monitoring and reporting activities. The project funds will be deposited in a designated account managed by Fundación Avina. Disbursements will be made directly by Fundación Avina to Services Providers and Consultants, in line with Fundación Avina's procurement rules.

The use of funds will be monitored through an internal control framework, which depicts the funds transfer and reporting channels. In addition, independent audit services will be hired to oversee the effective spending of GCF resources.

Figure 1: Flow of Funds



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 restrictive measures in force.

7.6 Grievance Redress Mechanisms

Avina works through a “do no harm” approach, which means that any person may use formal and informal means to identify and alert about potential risks, so that conflicts are managed in their early stages.

Fundación Avina has an institutional claims mechanism, which prioritizes the use of, under the criterion of confidentiality and security of personal data, various listening channels that are always accessible, with different mechanisms for registering open queries at any time for people and organizations directly or indirectly linked to the organization in the event of concerns about project related matters. In this way, the demands will be managed and resolved, and the cases will be handled responsibly and transparently under the criteria of care and safety of the party requesting attention and according to the characteristics of each situation.

Fundación Avina, through the Institutional Risk Committee, makes the Risk and Conflict Management system available to stakeholders (internal staff and external public in general related to the programmatic projects in which Avina participates). This comprehensive system was designed as a general framework for the management of institutional or programmatic risks faced by Avina.

The Grievance Mechanism (GM) is part of the Risk and Conflict Management system. Fundación Avina provides the GM as an effective means to receive and respond to problems/complaints related to the impact that its operations may have on potential internal or external stakeholders.

In this way, anyone can present their concerns regarding the development of the different projects in which the organization participates directly or indirectly, ensuring an effective listening and dialogue channel with communities and/or individuals. The GM represents Avina's commitment to prevent, mitigate and compensate for environmental and social harm through collaborative work with those affected. The GM is operated by the members of the risk committee of Fundación Avina, who act in interaction with the ethics committee, the gender and diversity committee and the advice of the executive committee.

Fundación Avina's GM captures complaints and responds to those affected through the complaint resolution procedure detailed below:

a) Intake : Claims can be received in different ways:

- Through the webpage www.avina.net on the Claims button. - By email (comité.etica@avina.net), letter or by telephone (The data can be found at www.avina.net)

- By meetings with the involved parties or in the meetings for the activities the project promotes

- By proactive contact with Avina staff or other members of the project staff

b) Determination of eligibility: Eligible complaints must be related to an activity of the organization and must be framed as a risk of environmental and social harm. Fundación Avina will evaluate, within a period not exceeding 15 working days, whether the request proceeds to continue with the respective dialogue process.

c) Understanding, planning and proposing responses: Through an exhaustive process of reviewing documentation, evidence and, if necessary, conducting relevant interviews, responses to the people involved will be planned and executed, trying to cover the concerns of the complainant and the needs of the organization/project.

d) Closing the case: The case is closed when all the above procedures have been carried out and the complaint has been successfully resolved ensuring remediation, first and foremost.

e) Documentation and learning: Fundación Avina records the case in the systems, performs knowledge management activities and data analytics to then improve the system.

Fundación Avina has implemented a Whistleblower Policy designed to protect individuals who report irregularities, misconduct, or violations within the organization. This policy provides secure and reliable reporting channels, ensures strict confidentiality, and explicitly prohibits any form of retaliation against whistleblowers.

The policy applies to all those directly or indirectly involved with Fundación Avina, whether as employees, consultants, interns, volunteers, suppliers, allies, co-investors and any others who have to do with the organization—even third parties—who decide to file a complaint with the organization in light of prohibited or inappropriate conduct that need to be looked in to, including those that have to do with a conflict of interest, affecting the transparency and uprightness enforced in the organization.

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 proposed readiness support is designed to deliver lasting institutional strengthening for Fundación Avina and its partners, ensuring that capacities developed during implementation are fully institutionalized and sustained beyond the grant period.

The readiness activities will include structured training programs tailored to the needs of Fundación Avina and relevant stakeholders. The first set of programs will focus on:

- GCF policies and procedures, including investment criteria and compliance requirements;
- Development of high-quality funding proposals and concept notes, incorporating Theory of Change and Integrated Results Frameworks, as well as the development of annexes;

Training will be delivered through a combination of in-person and virtual workshops, reinforced by hands-on sessions integrated into the proposal development process to ensure practical application and effective skill transfer. This experiential approach is critical, as Fundación Avina seeks not only traditional training but also learning by doing, specially for proposal development, enabling its team to internalize GCF requirements and apply them in real time.

On the other hand, capacity building sessions on mitigation strategies will be essential to enhance Fundación Avina capacities to achieve the carbon neutrality goals that the institution has set.

A strengthened MEL system—including refined methodologies, updated frameworks, and improved data processes—will be essential for Avina's day-to-day operations and for the broader portfolio of projects it manages, even beyond those funded by the GCF. Dedicated strategies will be implemented to ensure that staff are equipped to use and internalize these tools, enabling consistent application and long-term institutional adoption.

On the other hand, the enhanced risk monitoring system will be core to daily operations, enabling standardized, transparent, and consistent risk tracking across the project lifecycle. The system will be fully embedded in Avina's IT environment and operational procedures, with admin and user roles, data quality controls, and maintenance plans. Documentation (user manuals, admin guides, and others) will be maintained in a central repository.

To ensure continuity beyond the Readiness phase, the content, methodologies, and tools developed through the workshops will be integrated into Avina's existing project development, staff onboarding, and continuous professional development processes.

Sustainability will be further reinforced through dedicated internal ownership and knowledge management.

Fundación Avina will identify and strengthen staff members who can serve as focal points, trainers, and mentors in key technical areas, creating an internal network of expertise capable of supporting future proposal development and project implementation efforts. Through a continuous learning approach, knowledge will be retained, updated, and disseminated across the organization. Staff participating in the workshops will also be encouraged to share lessons learned through peer exchanges and cross-functional learning spaces, generating a multiplier effect that expands capacity beyond individual participants.

To facilitate replication and long-term use, all training materials, templates, guidance notes, case studies, and facilitator resources developed through the Readiness phase will be consolidated into a structured and easily accessible knowledge repository. This repository will provide a lasting institutional asset that supports ongoing learning and enables future training cycles.

9.2 Readiness Programme Closure

To ensure the sustainability of all outcomes beyond the readiness period, Fundación Avina will assure the effective transition of all tangible and intangible assets developed under this grant.

- **Tangible assets:** Any equipment or technology procured for readiness activities, including hardware or licensed software supporting risk monitoring.
- **Intangible assets:** Intellectual property, methodologies, templates, operational guidelines, training materials, and digital tools developed under the grant (e.g., carbon neutrality strategies, proposal development templates, MEL templates or tools).

All service contracts will include explicit provisions on asset transfer to guarantee the proper handover of capacities, tools, and responsibilities. Prior to transfer, designated Fundación Avina staff will receive targeted training and comprehensive user manuals to ensure effective operation and maintenance of the assets. For digital systems—such as the risk monitoring platform—this will include administrator training, troubleshooting protocols, and guidance on integration into existing workflows, ensuring seamless adoption and long-term functionality.