



## ADAPTATION FUND

AFB/PPRC.36-37/3

17 November 2025

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Adaptation Fund Board  
Project and Programme Review Committee

# **TECHNICAL ASSISTANCE GRANT FOR THE ENVIRONMENTAL AND SOCIAL POLICY AND GENDER POLICY (TA-ESGP) FOR CORPORACION NACIONAL PARA EL DESARROLLO (CND), URUGUAY**

## Background

1. The Adaptation Fund (the Fund) delivers readiness and capacity-building support to developing countries that are Parties to the United Nations Framework Convention on Climate Change (UNFCCC) Kyoto Protocol and the Paris Agreement through its Readiness Programme for Climate Finance (the Readiness Programme). The objectives of the Readiness Programme as established by the Adaptation Fund Board (the Board) at its twenty-ninth meeting through Decision B.29/42 are:

- I. to increase the preparedness of applicant national implementing entities seeking accreditation by the Adaptation Fund, and;
- II. to increase the number of high-quality project/programme proposals submitted to the Board after accreditation.

2. The Fund systematically delivers readiness and capacity building support using a country driven approach and employs a diverse range of activities and instruments. These include readiness grants, workshops, webinars, communities of practice, country exchanges, and other knowledge sharing platforms.

3. At its twenty-third meeting, the Board had decided through decision B.23/26 to approve the execution arrangements and eligibility criteria to allocate the funds to the accredited implementing entities for specific activities, contained in document AFB/B.23/5, which included grants for technical assistance and South-South Cooperation (SSC).

4. At its thirty-sixth meeting, and following completion of the pilot phase, the Board approved the readiness package grant (RPG) as a standing grant to support national implementing entity (NIE) accreditation to the Fund (Decision B.36/25). The RPG aims to enhance support for the accreditation of NIEs via accredited implementing entity (IE) intermediaries that have experience programming adaptation finance through the Fund's resources.

5. The RPG can be accessed up to a maximum of US\$150,000 per entity seeking accreditation with the Fund. The grant facilitates peer-peer support through South-South cooperation. The grant project proposal template and technical review sheet are available on the Fund website and were approved by the Board through Decision B.38/38. It should be noted that a maximum of two NIEs can be accredited per country<sup>1</sup>.

6. Peer support for accreditation provided by the intermediary can involve a combination of activities that include (i) support to the designated authority (DA) to nominate a suitable NIE candidate (ii) In-country support by the intermediary to an NIE candidate (iii) technical support through experts (iv) organization of local, national or regional consultations/workshops, and (v) continuous support during the accreditation application process to address and respond to feedback provided by the accreditation panel (AP) during assessment of the NIE candidate application for accreditation. It is expected that the peer-peer support would effectively help build national capacity and sustainability and that RPGs will enhance South-South cooperation for accreditation to the Fund through a more comprehensive suite of tools to help entities in countries

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<sup>1</sup> Decision B.36/42

seeking direct access to the Fund's resources, to prepare and submit their applications for accreditation.

7. In response to the call for readiness grant project proposals launched by the secretariat intersessionally between the forty-fourth and forty-fifth meetings of the Board, the secretariat received three project proposals for a technical assistance grant and one RPG for a single country to receive peer support for accreditation from one intermediary NIE.

8. The present document introduces the Technical Assistance grant for the environmental and social policy and gender policy (TA-ESGP) project proposal submitted by Corporacion Nacional para el Desarrollo (CND) of Uruguay.

9. The secretariat carried out a technical review of the project proposal and completed a review sheet.

10. In accordance with a request to the secretariat made by the Board in its 10th meeting, the secretariat shared this review sheet with CND and offered them the opportunity to provide responses before the review sheet was sent to the PPRC.

11. The secretariat is submitting to the PPRC pursuant to decision B.17/15, the final technical review of the project, prepared by the secretariat, along with the final submission of the proposal in the following section. In accordance with decision B.25/15, the proposal is submitted with changes between the initial submission and the revised version.



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## ADAPTATION FUND BOARD SECRETARIAT TECHNICAL REVIEW OF PROJECT PROPOSAL UNDER THE READINESS PROGRAMME

PROJECT CATEGORY: Technical Assistance Grant for the ESP and GP

Country: **Uruguay**Implementing Entity: **Corporacion Nacional para el Desarrollo (CND)**AF Project ID: **AFRDG00085**Requested Financing from Adaptation Fund (US Dollars): **24,652**Reviewer and contact person: **Farayi Madziwa**Co-reviewer(s): **Ishani Debnath**Implementing Entity Contact Person: **Luciana Lopez**

### Technical Summary

The project to support NIE capacity in environmental and social risk management and addressing gender related issues in Uruguay will be done through the two components below:

Component 1: Development of procedures/manuals/guidelines for screening projects for environmental and social risks as well as gender-related risks (USD 10,500).

Component 2: Training of selected entity staff to carry out the relevant tasks related to the implementation of the Fund's Environmental and Social Policy and Gender Policy (USD 14,152)

Requested financing overview:

Total Project/Programme Cost: USD 24,652

Implementing Entity Fee: USD 0

Financing Requested: USD 24,652

The initial technical review raises some issues, such as clarifying how the established policies, manuals or procedures will be designed at an institutional level, as is discussed in the number of Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review.

The final technical review finds that the revised proposal has sufficiently addressed all the clarification and corrective action requests made in the initial technical review.

Date:	7 November 2025
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Review Criteria	Questions	Comments on 16 October	Comments on 7 November
Country Eligibility	1. Is the country Party to the Kyoto Protocol?	<b>Yes</b>	-
Eligibility of IE	1. Is the project submitted through an Implementing Entity accredited by the Board?	<b>Yes</b>	-
Project Eligibility	1. Has the designated government authority for the Adaptation Fund endorsed the project?	<b>Yes</b>	-

	<p>2. Are the proposed activities to support the implementing entity to implement the Environmental and Social Policy and/or the Gender Policy of the Fund adequate?</p>	<p><b>Not Cleared.</b></p> <p>The NIE plans to hire an expert to develop a procedures manual for identifying environmental and social risks and a manual for monitoring environmental and social risks. However, the manuals are tailored to infrastructure projects only. It should be noted that the grant is meant to facilitate measures to address environmental, social and gender considerations at the institution level and not designed for project-by-project policy, manual and/or procedure.</p> <p>In addition, the descriptions provided under “support requested” for component 1 mostly restates the type of activity rather than specifying the nature of the support to be provided—for example, whether it will involve workshops, development of risk screening tools, audits, or the establishment of communication channels for the grievance mechanism.</p> <p><b>CAR1:</b> Please re-design the proposal, including budget as necessary, to establish manuals, policies or procedures at the institution level that will be applied across the NIE’s portfolio of projects and programmes.</p>	<p><b>CAR1: Cleared</b></p> <p>CND is a non-state public entity that supports Uruguay’s development through public infrastructure, managing nearly 1,000 projects worth over USD 4 billion across multiple sectors. As a strategic partner of the Ministry of Environment, CND implements climate-financed projects focused on sustainable and resilient infrastructure. It has established Board-approved Environmental, Social, and Gender Policies aligned with national and international standards. This technical assistance aims to strengthen institutional implementation of these policies through practical tools, training, and systems integrated into CND’s operations.</p>
Resource Availability	<p>1. Is the requested project funding within</p>	<p><b>Cleared.</b></p>	<p>-</p>

	the cap for Technical Assistance Grants for the Environmental and Social Policy and Gender Policy set by the Board?	The amount is within the funding cap of USD 25,000.	
	2. If the implementing entity has requested, is the Implementing Entity Management Fee at or below 8.5 per cent of the total project/programme budget before the fee?	<b>Cleared.</b> No fees have been requested.	-
Implementation Arrangements	1. Is the timeframe for the proposed activities adequate?	<b>Cleared.</b> The stated timeline is 13 months.	-
	2. Is a summary breakdown of the budget for the proposed activities included?	<b>Cleared.</b> A budget for an expert and a training budget with detailed budget notes are included.	-



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Technical Summary	<p>The project to support NIE capacity in environmental and social risk management and addressing gender related issues in Uruguay will be done through the two components below:</p> <p><u>Component 1:</u> Development of procedures/manuals/guidelines for screening projects for environmental and social risks as well as gender-related risks (USD 10,500).</p> <p><u>Component 2:</u> Training of selected entity staff to carry out the relevant tasks related to the implementation of the Fund's Environmental and Social Policy and Gender Policy (USD 14,152)</p> <p><u>Requested financing overview:</u>  Total Project/Programme Cost: USD 24,652  Implementing Entity Fee: USD 0  Financing Requested: USD 24,652</p> <p>The initial technical review raises some issues, such as clarifying how the established policies, manuals or procedures will be designed at an institutional level, as is discussed in the number of Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review.</p>
Date:	7 November 2025

Review Criteria	Questions	Comments	CND's Response
Country Eligibility	2. Is the country Party to the Kyoto Protocol?	<b>Yes</b>	
Eligibility of IE	2. Is the project submitted through an Implementing Entity accredited by the Board?	<b>Yes</b>	
Project Eligibility	3. Has the designated government authority for the Adaptation Fund endorsed the project?	<b>Yes</b>	

	<p>4. Are the proposed activities to support the implementing entity to implement the Environmental and Social Policy and/or the Gender Policy of the Fund adequate?</p>	<p><b>Not Cleared.</b></p> <p>The NIE plans to hire an expert to develop a procedures manual for identifying environmental and social risks and a manual for monitoring environmental and social risks. However, the manuals are tailored to infrastructure projects only. It should be noted that the grant is meant to facilitate measures to address environmental, social and gender considerations at the institution level and not designed for project-by-project policy, manual and/or procedure.</p> <p>In addition, the descriptions provided under “support requested” for component 1 mostly restates the type of activity rather than specifying the nature of the support to be provided—for example, whether it will involve workshops, development of risk screening tools, audits, or the establishment of communication channels for the grievance mechanism.</p> <p><b>CAR1:</b> Please re-design the proposal, including budget as necessary, to establish manuals, policies or procedures at the institution level that will be applied across the NIE’s portfolio of projects and programmes.</p>	<p>CND already has Board-approved ESP/GP policies and procedures aligned with the Fund’s requirements.</p> <p>Under this TA, a new procedures manual will be developed to operationalize and complement the existing framework through applied tools. The manual will include screening checklists, model clauses, supervision protocols, GRM operating rules, and means of verification, ensuring consistent ESP/GP implementation across the project cycle.</p> <p>The initial emphasis on infrastructure stems from the specific challenges encountered in these projects, which necessitated strengthening the</p>
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			processes and tools for implementing environmental and social safeguards plans. These deliverables will be applicable to all CND projects, including those that do not involve infrastructure investments, and will standardize ESP/GP implementation across the Entity's portfolio.
Resource Availability	3. Is the requested project funding within the cap for Technical Assistance Grants for the Environmental and Social Policy and Gender Policy set by the Board?	<b>Cleared.</b>  The amount is within the funding cap of USD 25,000.	
	4. If the implementing entity has requested, is the Implementing Entity Management Fee at or below 8.5 per cent of the total project/programme budget before the fee?	<b>Cleared.</b>  No fees have been requested.	
Implementation Arrangements	3. Is the timeframe for the proposed activities adequate?	<b>Cleared.</b>  The stated timeline is 13 months.	

	4. Is a summary breakdown of the budget for the proposed activities included?	<b>Cleared.</b> A budget for an expert and a training budget with detailed budget notes are included.	
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## Request for assistance in complying with the Fund’s Environmental and Social Policy and Gender Policy

Submission Date: August 28, 2025

Adaptation Fund Grant ID: TA-ESGP

Country: Uruguay

Implementing Entity: Corporación Nacional para el Desarrollo (CND)

### A. Timeframe of Activity

Expected start date of activity	10/06/2025
Completion date of activity	11/27/2026

### B. Type of support requested

Describe the activities to be undertaken to support the compliance of the NIE with the Fund’s Environmental and Social policy and Gender policy

CND is a non-state public legal entity with over 40 years of experience, whose objective is to facilitate the implementation of public policies by providing services that contribute to the country’s development goals and improve the management and execution of public resources. Since 2020, CND has been a strategic partner of the Ministry of Environment, through the National Directorate of Climate Change (Uruguay’s National Designated Authority to the Adaptation Fund and the Green Climate Fund), in advancing national climate goals. As part of its institutional strengthening, CND developed its Environmental and Social Policy and Gender Policy (ESP/GP) during its accreditation processes with the Green Climate Fund (2023) and the Adaptation Fund (2024). The ESP/GP framework, approved by CND’s Board, is aligned with Uruguay’s General Environmental Protection Law (Law No. 17.283) and international best practices for managing environmental and social risks in medium- and high-risk projects. These policies and procedures are applied across CND’s climate change portfolio and, where institutional and contractual arrangements allow, extended to other projects.

The implementation of these policies has provided CND with valuable lessons and highlighted opportunities to further strengthen its environmental and social management. In infrastructure interventions, for instance, this experience has underscored the need for more operational tools for risk identification and monitoring, as well as standardized procedures to ensure compliance throughout project execution. Although this need first became evident in infrastructure, the tools and procedures to be developed under this grant are designed to be applicable across CND’s full portfolio, enhancing the effective implementation of environmental and social safeguards in all projects.

Therefore, this request does not aim to redesign the existing framework, but rather to strengthen its practical implementation. The proposed outputs—such as checklists, model clauses, supervision protocols, means of verification, GRM operating rules for work and targeted training—will ensure consistency with the existing ESP/GP framework while delivering measurable compliance gains. This request will consolidate institutional learning, enhance CND’s internal technical capacities, and reduce dependency on external consultants for routine environmental and social management tasks.

Ultimately, this TA will deliver a tangible institutional outcome: a stronger, self-sustaining system for environmental, social, and gender risk management embedded within CND, aligned with Uruguay's national climate adaptation priorities, and ready to scale across the Entity's wider portfolio.

Types of Support Activities	Support requested (please provide short description)	Type/name of provider for the requested support <sup>2</sup>	Requested budget <sup>3</sup>
			(USD)
Development of procedures/manuals/guidelines for screening projects for environmental and social risks as well as gender-related risks	<del>Develop</del> <u>Consultancy to develop</u> a procedures manual for identifying environmental and social risks in <del>infrastructure</del> —projects and a procedure for monitoring environmental and social risks during its execution. <u>(it involves such as checklists, model clauses, supervision protocols, means of verification, GRM operating rules for works, and targeted training).</u>	Consulting Firm	10,500
Training of selected entity staff to carry out the relevant tasks related to the implementation of the Fund's Environmental and Social Policy and the Gender Policy	Training for CND officials involved in environmental and social project oversight <del>and, including</del> technical control personnel for infrastructure works. Training sessions and the total number of attendees are detailed in Annex 1.	LSQA Academy	14,152
Total Project/Programme Cost			24,652
Project/Programme Cycle Management Fee charged by the Implementing Entity, if any. (Maximum of 8.5%)			0
<b>Total Grant Requested (USD)</b>			<b>24,652</b>

### C. Implementing Entity

This request has been prepared in accordance with the Adaptation Fund Board's procedures

Head of Implementing Entity	Signature	Date (Month, day, year)	Implementing Entity Contact Person	Telephone	Email Address

<sup>2</sup> Specify if it is an institution, consulting firm or individual consultant. When possible, provide the name of the institution, firm or individual identified or selected.

<sup>3</sup> VAT included.

Mario Piacenza, President		08/27/2025	Luciana López, Environmental Programs Coordinator	+59829162800 int. 285	llopez@cnd.org.uy
Pablo Gutierrez, Vice- President					

**D. Record of endorsement on behalf of the government**

Provide the name and position of the government official, Designated Authority (DA) of the Adaptation Fund, and indicate date of endorsement. The DA endorsement letter must be attached as an annex to the request.

María Fernanda Souza, National Director of Climate Change, Ministry of Environment	Date: 08/22/2025
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## Annex 1. Details of the proposed training.

Course/Program denomination	Course/Program	Educational institution	Objetive	Content	Course modality	Star date	End date	Course length	Precio \$U	Amount with taxes included (USD)	Number of assistants	Total amount with taxes included (USD)
Responsible and Graduate in Environmental Management	Program	LSQA Academy	To provide current and future Environmental Managers with the foundations they must develop to successfully manage environmental aspects, and the challenge of	Design and develop the foundations of a management system Introduction to environmental impact Implementation of an environmental management system according to ISO 14001 Risk management	Synchronous (zoom classes)	3/17/26	11/27/26	9 months	120.170	3.004,25	3	9.012,75
Introduction to environmental impact	Course	LSQA Academy	Discover the key concepts of environmental impact and learn how to manage and reduce the impact of your operations according to ISO 14001:2015.	When an organization decides to implement an environmental management system, it does so with the goal of ensuring that its operations generate the least possible impact on the environment.  To achieve this, it is essential to understand the concept	Synchronous (zoom classes)	4/3/26	4/10/26	6 hours	4.880	122,00	4	488,00
Understanding the regulatory environment of environmental management	Course	LSQA Academy	Develop skills to navigate the regulatory environment of environmental management. This course equips you to understand current regulations, interact with regulatory	Normative and regulatory instruments for environmental management (Article 47 of the Constitution, General Environmental Protection Law (LGPA), international environmental treaties ratified by Uruguay). Environmental institutions (national governing body, environmental powers of other institutions, advisory role	Synchronous (zoom classes)	10/6/25	10/16/25	8 hours	6.344	158,60	2	317,20
Solid Waste Management, Contracted Companies, Regulatory Environment	Course	LSQA Academy	Explore the regulatory framework for solid waste management and develop skills to plan and minimize waste generation, ensuring proper and responsible	Understand the general framework for waste management in Uruguay: definitions, types of waste, roles, and responsibilities. Identify environmental and health impacts associated with inadequate waste management. Deepen your understanding of the Waste Management	Synchronous (zoom classes)	11/10/25	11/11/25	6 hours	3.904	97,60	5	488,00
Risk management applied to environmental management	Course	LSQA Academy	Learn to apply risk management to environmental systems, identifying and mitigating threats to ensure organizational sustainability and resilience.	Fundamentals, concepts, and principles of risk management in reference to ISO 31000:2018 Risk management process Risk identification, analysis, and assessment Early warning system, indicators What is a KRI?	Synchronous (zoom classes)	7/7/26	7/17/26	8 hours	10.980	274,50	4	1.098,00
Implementation of an environmental management system according to ISO 14001	Course	LSQA Academy	Learn how to implement an Environmental Management System according to ISO 14001:2015, designing processes that minimize impact and improve	ISO Top-Level Structure. The ISO 14001 Family and Environmental Management Systems. ISO 14001:2015 Requirements: • Organizational context. • Leadership and the establishment of a framework for	Synchronous (zoom classes)	4/21/26	6/2/26	24 hours	16.470	411,75	3	1.235,25
Monitoring and laboratory of effluent water quality	Course	LSQA Academy	Develop skills in monitoring and controlling effluent water quality, learning about treatment and laboratory selection to ensure environmental sustainability.	Water quality monitoring and sampling of other environmental matrices. Sample representativeness and preservation. Baseline concept. Analytical validation concept and ISO/IEC 17025 testing accreditation.	Synchronous (zoom classes)	11/12/25	11/12/25	3 hours	3.904	97,60	3	292,80
Principles of Circular Economy	Course	LSQA Academy	Learn how to migrate from a linear to a circular economy, optimizing resources and minimizing environmental impact with innovative design strategies and criteria.	Introductory framework, principles, and strategies of the Circular Economy. Design criteria for circularity. Case presentations.	Synchronous (zoom classes)	11/13/25	11/13/25	3 hours	3.904	97,60	1	97,60
Principles of environmental footprints	Course	LSQA Academy	Learn about the principles of environmental footprints and how to manage your carbon, water, and product footprints to minimize impacts on your organization.	Footprint Management Systems in Business: • Strategic Approach • Life Cycle Analysis Carbon Footprint: • Basic Impact Concepts • Product and Organization	Synchronous (zoom classes)	10/28/25	10/28/25	3 hours	3.904	97,60	4	390,40
Technology and Environmental Engineering	Course	LSQA Academy	Explore environmental and sustainable technologies to mitigate impacts on air, water, and soil, and learn how to manage resources effectively.	Definitions and general concepts of various technologies: end-of-pipe, cleaner production, green technologies, restorative technologies, basic concepts of ecodesign Environmental technologies applied to waste management Water treatment technologies (effluent treatment plants) Air purification technologies	Synchronous (zoom classes)	10/29/25	10/30/25	6 hours	7.320	183,00	4	732,00
											<b>Total</b>	<b>14.152,00</b>



Ministerio  
de Ambiente

### Letter of Endorsement by Government

Government of Uruguay, Ministry of Environment

08/22/2025

To: The Adaptation Fund Board  
c/o Adaptation Fund Board Secretariat  
Email: [afbsec@adaptation-fund.org](mailto:afbsec@adaptation-fund.org)  
Fax: 202 522 3240/5

**Subject:** Endorsement for Technical Assistance Grant Request (TA-ESGP) by the Corporación Nacional para el Desarrollo (CND).

Dear Members of the Adaptation Fund Board,

In my capacity as Designated Authority for the Adaptation Fund in Uruguay, I am writing to confirm the Government's endorsement of the request submitted by the Corporación Nacional para el Desarrollo (CND) under the Technical Assistance Grant for the Environmental and Social Policy and the Gender Policy (TA-ESGP).

The objective of this request is to strengthen CND's capacity to comply with the Adaptation Fund's Environmental and Social Policy (ESP) and Gender Policy (GP). Specifically, the grant will support:

- The development of procedures and a manual for identifying and monitoring environmental, social, and gender-related risks in infrastructure projects.
- A training program for CND officials responsible for environmental and social project oversight, as well as technical supervision of infrastructure works.

This initiative is fully aligned with Uruguay's national priorities for climate change adaptation and will contribute to ensuring that projects financed through the Adaptation Fund are implemented in a manner that is environmentally sustainable, socially inclusive, and gender responsive.

Accordingly, I am pleased to endorse CND's request for Technical Assistance with support from the Adaptation Fund.

Sincerely,

María Fernanda Souza  
National Director of Climate Change  
Ministry of Environment

