



The Global Innovation Lab for Climate Finance

Guidelines
2025

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1. INTRODUCTION

1.1 PURPOSE OF THESE GUIDELINES

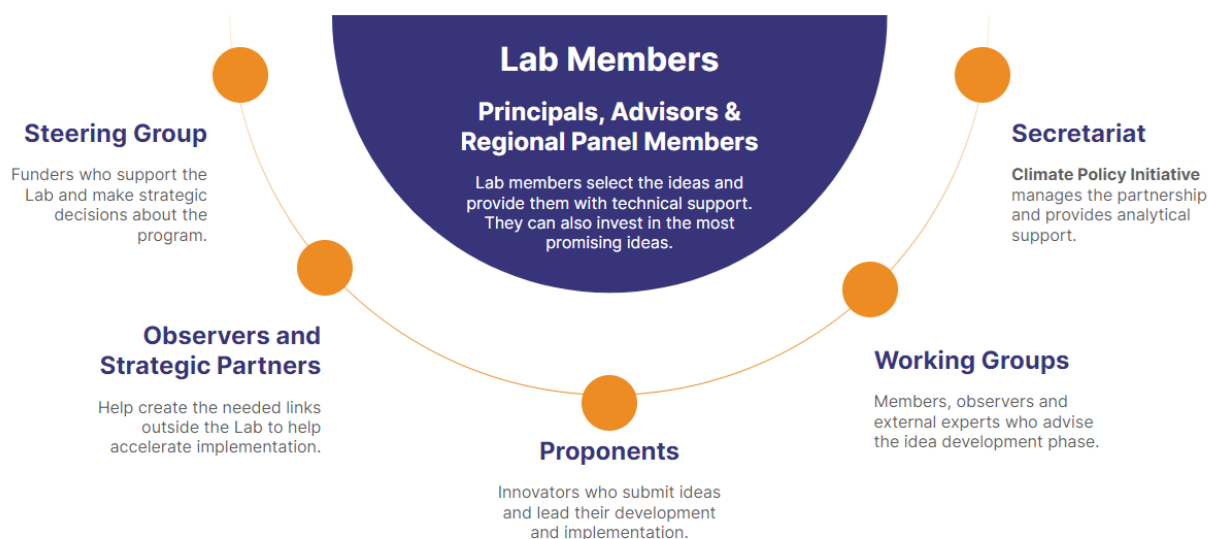
The Lab Guidelines are intended to serve as a key framework for the initiative, guiding Lab Members, participants, and interested parties about the Lab process.

1.2 OVERVIEW OF THE GLOBAL INNOVATION LAB FOR CLIMATE FINANCE

As nations and businesses work to tackle climate challenges and development goals, access to finance has emerged as a critical element. Private investors – often supported by public policy and finance – are already channeling significant amounts of money into the low-carbon economy in countries worldwide, but much more investment is needed. This is particularly true for developing countries, which often face difficulties attracting private investment at the scale required to reach their sustainable development and energy access goals.

Established in 2014, the Lab contributes to this collective effort by identifying and launching transformational proposals in developing countries that will mobilize private investment at scale. The Lab network accelerates well-designed financial instruments that can unlock billions for energy efficiency, renewable energy, sustainable transport, climate-smart agriculture, and curbing deforestation while also reducing private investors' risks and improving their financial returns. A public-private partnership, the Lab brings together and catalyzes government and private sector efforts to scale up climate finance.

Figure 1: The Lab Governance and Organizational Structure



To expand on and complement the Lab's global efforts, an India Lab program was established in 2025, followed by a Brazil Lab program in 2016. These regional streams allow the Lab to focus on local contexts and priorities, addressing country-specific investment needs and barriers. In India, ideas that accelerate investment in infrastructure for green growth are sought, while the Brazil Lab program has sought instruments that can drive funds into the country's low-carbon economy and work to achieve national climate priorities. In the 2020 Cycle, the Lab added a Southern African regional stream, which expanded to include East Africa in 2023. The 2024 cycle marked the launch of two additional regional programs: a Latin America and the Caribbean stream, which accepted one mitigation and

one adaptation instrument, and the Philippines stream. In 2025, all three of these regional streams will continue.

As of September 2024, the Lab has supported, developed, and endorsed 78 instruments that collectively mobilized over USD 4 billion for action on climate change and sustainable development, with USD 1.6 billion in private investment. The G7, Brazil, and India have endorsed the Lab.

The Lab operates in annual cycles that begin with crowd-sourcing ideas. Selected ideas are then developed, drawing on a combination of political, technical, institutional, and financial resources to turn them into bankable instruments designed to address specific barriers to driving climate finance at scale. Finally, the cycle's close is marked by the endorsement and launching of these instruments. The Lab also provides technical support post-endorsement to help get the ideas off the ground. Subsequent cycles of the Lab build upon the lessons learned during the preceding cycles while assuming a continuation of the original established objectives and outcomes.

Climate Policy Initiative (CPI) is the Lab Secretariat and analytical provider. The Lab has now entered its eleventh cycle, which is funded by the UK Department of Energy Security and Net Zero (DESNZ), the UK Foreign, Commonwealth, and Development Office (FCDO), the German Federal Ministry for Economic Affairs and Climate Action of Germany (BMWK), the Government of Canada, the United States Department of State,  the United Nations Development Programme (UNDP), and Bloomberg Philanthropies. These funders make up the Lab's Steering Group, which guides and manages the Lab's strategic direction and oversees the Secretariat's work. The Lab activities are carried out with CPI's in-kind support.

The Lab's model draws heavily on its membership, which includes high-level representatives from governments, investment banks, insurance companies, project developers, and development finance institutions worldwide (see section 2). Lab members, which include Global Lab Principals and Advisors and regional stream Panel Members, select high-potential ideas and guide their development through design and piloting. While financial investment is not required, members may choose to invest based on their interests and investment strategies. Lab proponents are those who submit an idea to the Lab (and are also the lead implementers), while working group members and observers provide expert advice and build the network for Lab instruments to accelerate implementation (see Figure 1).

2. LAB PROCESS AND METHODOLOGY

The Lab works towards the identification and initial market testing (e.g., the launch of pilot or first fund) of transformative ideas, which are evaluated as such by their innovative, actionable, and catalytic character and by their ability to achieve financial sustainability over time. Each instrument is also evaluated for the potential value-add of the Lab program. These are the core Lab criteria used for selecting ideas and for the analysis completed throughout the Lab process. Box 1 describes the criteria in greater detail.

A complete Lab Cycle operates over 12 months (see Figure 2). Lab Members are convened throughout the cycle to fine-tune and challenge the selected ideas. The Lab's 2025 Cycle will run from October 2024 to October 2026, with most of the analytical work concluding in August 2025. This 12-month cycle includes three distinct analytical phases, concluded with the endorsement: Phase 1 (Call for Ideas and Selection), Phase 2 (Instrument Design), and Phase 3 (Implementation Pathway and Impact).

Figure 2: An Overview of the Lab Process



SEPT - DEC

Call for Ideas

The Lab publicizes an open call for innovative sustainable investment solutions.



JAN - FEB

Selection

Lab Members select the most promising ideas to take forward in each annual cycle.



MAR - AUG

Development

Selected ideas benefit from 7 months of analysis, stress-testing, and guidance from experts and investors.



SEP

Endorsement & Launch

Lab Members vote to endorse and launch the ideas for piloting.



OCT - ONWARD

Implementation

The ideas move into action and fundraising to launch pilots, with continued support from the Lab network.

Box 1: The Lab Criteria

Innovative: An instrument is innovative when it demonstrates the ability to address, directly or indirectly, barriers to private climate finance that are not yet being addressed by the market or (2) that will be addressed in an improved manner compared to other approaches.

Actionable: An instrument is actionable when it clearly identifies (1) the type of entity(ies) that could implement it, (2) a pathway towards setting up a market test for the idea (e.g., pilot, first fund), including the timeframe, activities and key milestones, and (3) possible challenges to setting-up the market test for the idea and related management strategies.

Financially sustainable: An instrument is financially sustainable when it identifies a realistic strategy to (1) operate on a commercial basis, having phased out any public, concessional, or other catalytic financial support, and (2) achieve its intended long-term objectives and overcome key implementation challenges.

Catalytic: An instrument is catalytic when it demonstrates the potential to (1) mobilize private climate capital within a sizeable market, (2) be scaled up or replicated in other contexts, and (3) achieve positive climate, development, and environmental impacts.

Lab Fit – Value Add: The Lab seeks to offer a significant value-add to the success of the selected ideas and teams, ensuring the capabilities of the Lab team and network complement the proposing team's capabilities and needs. We look forward to working with teams with sufficient time and a functional governance structure to participate fully in the Lab process.

2.1 PHASE 1: CALL FOR IDEAS AND SELECTION

Lab Cycles commence with an international 'Call for Ideas,' launched to crowd-source and identify innovative ideas for concept development. The call for ideas can include both a general stream and more specialized streams to allow the Lab to direct expertise and resources toward issues identified as critical by Lab members. In the 2025 cycle, in addition to a general call for ideas that address barriers to sustainable investment in developing countries across the mitigation spectrum, the Lab has a special call for ideas that targets adaptation and sustainable food and agricultural systems. Although ideas across all developing countries are welcome, this year, the Lab also has a special stream for those targeting Brazil, Southern and East Africa, India, the Philippines, and Latin America and the Caribbean.

The application for the Lab is a two-step process.

- Applicants will first submit a Preliminary Application due November 7th, 2024.
- After a short review period, selected applicants will be invited to submit a Full Application by December 12th, 2024.

Preliminary Application submissions received after the official deadline of November 7th or those that are incomplete will not be considered.

Ideas are submitted by idea proponents acting in an individual capacity through a dedicated website, <https://www.climatefinancelab.org/call-for-ideas/>; proponents can include experts and entrepreneurs from public institutions, the private sector, and civil society such as think tanks and academics (see ROLES AND RESPONSIBILITIES section below for additional detail). The Preliminary Application and Full Application submission form includes requests for information regarding the mechanism design and how it intends to meet the Lab criteria:

- **Idea description:** A short description of the idea, its purpose, and how it works. Ideas should clearly link sectoral and regional streams and financed activities.

- **Innovation:** A justification as to why the idea is innovative; this includes a description of barriers to private climate finance that the idea will overcome directly and indirectly, evidence as to why barriers may exist and how they may be overcome, and how the idea represents a unique value-add to existing instruments or solutions.
- **Actionability:** The idea proponent should specify if the instrument can be implemented without requiring policy, legal, or regulatory changes and indicate the type of organization that could be an implementer (e.g., development bank, private company, industry association), the timeframe to implementation along with a set of milestones to achieve it. Any challenges to setting up the market test for the idea should be identified. Idea Proponents should also indicate if they wish to implement a market test of the idea. If so, they will be required at the start of Phase 2 to set out the resources (human and financial) they have access to for the market preparation and outline the support required from the Lab.
- **Catalytic potential:** The proponent should provide a first estimate of the idea's potential to catalyze or engage private climate finance at scale, identified through market growth opportunity and investment potential.
- **Financial Sustainability:** The proponent should specify how the instrument intends to achieve market viability and become self-sustainable once public funding is phased out.

To identify the most promising instruments, ideas submitted through the call for ideas are assessed against the Lab criteria and the work stream and region priorities (see Box 2). The Secretariat first screens all submissions using the standard Lab criteria and a methodological approach. High-scoring applicants will be invited to submit a Full Application. Full proposals will go through a second round of review and scoring.

The Secretariat will identify a shortlist of eligible, high-quality ideas for each stream and interview proponent representatives as part of the screening process. The shortlists for the regional streams will be submitted to their respective Regional Panel Members for a vote. Panel Members will meet to refine the shortlist and select two ideas from their region to move forward for a final vote by Global Lab Advisors. Globally focused and cross-geography shortlisted ideas will be refined by Lab Advisors and then passed directly to the finalist round. Global Lab Advisors then meet for a final Selection Meeting to vote on all finalist ideas (both cross-geography and regional- see Box 2) to select the instruments that will move forward in the Lab process to Phase 2.

Box 2: Region-Specific Criteria and Priority Areas

For the regional streams of the Lab, the geographical region's specific context and priority areas will be defined and used as guidance for selecting the ideas. These priority areas are based on input from regional Panel Members and regional team members' experience. The Lab Secretariat and Regional Panel Members will use region-specific criteria to screen submitted ideas and vote on which shortlisted ideas should continue to the finalist round. A one-page guide on these key regional

priorities is provided to Global Lab members before voting in the finalist round to help inform their decisions on the regional ideas.

For the 2025 Cycle, the Regional Panel Pre-Selection Meetings will tentatively take place in mid-February 2025. The Global Selection Meeting, during which the Lab's members will vote to select one finalist from each stream to move forward to the 2025 Lab Cycle, will tentatively take place at the end of February 2025. Proponents of finalist ideas are encouraged to participate and present at these meetings.

The number of instruments selected at each analysis phase depends on the total funding available per Lab Cycle. Lab Members select high-quality, eligible ideas to move to the subsequent phases for additional in-depth analysis and development.

2.2 PHASE 2: INSTRUMENT DESIGN

Phase 2 aims to 'stress-test' and finalize the design and mechanism of the instrument concept. This goal also involves assessing the innovative character of a given instrument within its operating context, evaluating its financial sustainability, and identifying the potential target context for the instrument (market test and beyond).

Phase 2 analysis entails:

- **Instrument Mechanics:** an in-depth description of how the instrument would operate – at a concept level – outlining the types of organizations and skill sets required to implement the concept and achieve impact.
- **Assessment of the innovative aspects of the instrument:** identify the risks and barriers faced by investors in the markets potentially eligible for the instrument, highlighting those addressed (and how) by the instrument, those that may remain unaddressed, and how the instrument performs in comparison with existing similar instruments available in identified markets.
- **Assessment of financial sustainability and identification of a strategy/approach to achieve it:** an in-depth description of how the instrument's design would phase out public support to ensure its market viability and address potential challenges to achieving its intended long-term objectives.
- **Identification of the context where the instrument would operate:** identifying its sectoral and geographical scope as a critical preliminary step for defining the instrument's market test and assessing its catalytic potential in Phase 3.
- To perform the analysis, the Lab Secretariat establishes and leads collaborative **Working Groups** consisting of the Proponent(s), Lab Advisors, Regional Panel Members, and external experts from the public, private, and third sectors. To facilitate a collaborative environment, efforts will be made to limit the size of groups to a maximum of approximately 10-15 individuals.

The activities of the Working Groups involve:

- One introductory conference call at the inception of Phase 2 involving all Working Group members with the aim of (i) presenting the instrument concept and design, (ii) receiving feedback on the instrument-specific analytical approach, and (iii) receiving suggestions on experts to be involved in the analyses.
- Bilateral conversations with selected members of the Working Group.

- One potential conference call towards the end of Phase 2 to validate the analysis, which will be shared via slide deck.

2.3 PHASE 3: IMPLEMENTATION DESIGN AND IMPACT

Following the approval of the instrument mechanics and other analytical tasks completed in Phase 2, the instruments will move into the Implementation Design Phase to move from 'talk to action' by turning ideas into investment-ready instrument pilots. This involves supporting initial market testing of the initiative, defining key milestones, and in-depth modeling to assess financial, social, and climate impact. At the end of Phase 3, an Endorsement Meeting is held, convening Lab Members to review and endorse the final design of the instruments.

Specifically, Phase 3 analyses entail:

- **Assessment of the Actionability and definition of the pathway for setting up the market test of the instrument:** identification of the implementing entity(ies) within the geographical scope identified for market testing the instrument, as well as an overview of a timeline with key milestones to demonstrate how the instrument is actionable.
- **Assessment of the market potential for scale-up and replication of the instrument:** an estimate of the catalytic potential of the instrument assessed within and beyond the boundary of the initial market test for the instrument (e.g., eligible sectors and geographies and actors identified at the end of phase 2)
- **“Modelling work” for impact analysis:** focusing on the boundary of the initial market test for the instrument, quantitative and qualitative assessment of (1) the impact of the instrument on specific key barriers addressed in the context of the initial market test for the instrument (e.g., risk mitigation effect) determined against a status quo or business-as-usual scenario the idea intends to improve upon; (2) the catalytic potential of the instrument, including the amount of finance needed for setting up the initial market test, the potential catalytic finance mobilization potential and leverage, and estimate of CO₂e emission reductions and, if appropriate, GW deployed.

The main communications deliverables produced in Phase 3 include:

- **Instrument Analysis Report.** The main deliverable from the Lab process, this report is a 10-12-page paper that brings together all analysis and information collected during Phase 2 and 3. The report is produced by Lab Analysts in conjunction with Idea Proponents and is structured around the Lab criteria. They explain how each instrument is *innovative*, *financially sustainable*, *actionable*, and *catalytic* against the status quo. Draft reports are circulated to Lab Members for their input in mid/late August and finalized in early September before the Endorsement Meeting to help inform the endorsement decision. An example of a past instrument analysis report can be found [here](#).
- **Two-pager instrument overviews.** Complementary to the instrument analysis report, the Lab Secretariat also develops a two-page overview of the instrument with basic information relating to the instrument. They are usually used for outreach and can be distributed at events. In terms of Lab cycle timing, final drafts of the two-page overviews will be sent to the Lab communications team in early September. The two-page overview from a past instrument can be found [here](#).
- The Lab Secretariat will provide support and facilitate input to achieving these milestones, ensuring value-added and equal support for each Lab Instrument. **The**

Lab itself does not offer direct funding for pilot implementation. Any eventual provision of funding is achieved on a bilateral basis between public finance institutions or individual Lab Members and pilot implementers. In Phase 3, the Lab Secretariat will informally facilitate these processes.

2.4 ENDORSEMENT

At the end of Phase 3, the Lab Secretariat convenes Lab Members to determine whether instruments should be endorsed. Endorsement is defined as a signal of support by Lab Members that the instrument is innovative, transformative, and ready to be launched to the wider climate finance community.

At the Global Endorsement Meeting (typically taking place in New York City during the last week of September during NYC Climate Week), proponents will present the “pitch” for their idea’s final design to Lab Members. Lab Principals, Advisors, and Regional Panel Members (if applicable) convene at this meeting to endorse these final designs, signaling that the Lab instruments are ready to be launched into the market as official Lab investment vehicles. Lab Members can also offer support, feedback, and, if they choose, expressions of interest for potential investment.

2.5 PORTFOLIO WEBINARS

Held 2-3 times per year, portfolio webinars will showcase instruments within similar sectors and geographic scope to targeted audiences. These webinars will also identify funder/investor interest and allow the Lab to support follow-up discussions with individual instruments.

Targeted Audience: The Portfolio Webinars’ main target audience includes:

- Climate, environmental, and social impact funds
- Development finance institutions
- Philanthropic foundations
- Impact investors
- Donor governments
- Media

2.6 ONGOING SUPPORT & MONITORING

Ongoing support for Lab Instruments post Endorsement fall into two categories 1) Financial Support for Implementation and 2) In Kind Implementation Support. All endorsed ideas will benefit from in kind implementation support, whereas only a select number of instruments will receive financial support through the pre-seed facility. More details can be found below.

2.6.1 IN KIND IMPLEMENTATION SUPPORT

The Secretariat will provide bespoke support in the 12 months following the conclusion of the Lab Cycle with the objective of helping instruments further develop and move on to implementation. After these 12 months monitoring, support and guidance can still be available but on a light touch basis. In addition, the Secretariat will monitor and report instrument progress, maintain contact with implementers, and continue to publicize new updates and announcements under the Lab brand. Permission to use Lab materials and branding will be agreed upon and clarified.

The Lab Secretariat will provide 30 days of bespoke launch and analytical support **within the 12 months following endorsement**. Proponents will choose from a menu of support options based on specific needs. Bespoke support can include (but is not limited to):

Design fine-tuning	<ul style="list-style-type: none"> • Positioning and market research • Mechanics • Financial Model
Finance mobilization	<ul style="list-style-type: none"> • Strategy • Investor mapping & profiling • Business case refinement • Pitch deck development • Pitch book design • Review of funding applications and proposals
Partnerships & Outreach	<ul style="list-style-type: none"> • Investor mapping & profiling • Visibility and communications • Assist introductions, particularly to Lab Member institutions and network
Ongoing donor coordination and grant support	<ul style="list-style-type: none"> • Ensure effective communication with grantors • High-level review of grant applications

Finally, the Secretariat will provide **light-touch support** to proponents on an ongoing basis following endorsement, which will include:

- **Monitoring to ensure progress towards milestones:** 2 – 3 check-ins per year
- **Lesson sharing & reporting:** Through white papers, webinars, workshops, or blogs

2.6.2 FINANCIAL SUPPORT THROUGH THE LAB PRE-SEED FACILITY

The Lab Pre-Seed facility was launched in 2024. The Facility takes an active role in filling capital needs by offering pre-seed funding through conditional grants to endorsed instruments allowing them to fast-track their implementation.

The facility is an extension of the Lab's support to instruments post endorsement. The Facility offers grant capital (\$150-\$250k) to a select group of high performing instruments (**top 40% of the cohort**). Applications are by invitation only. Only Lab Proponents from the current cohort will be invited to apply.

Selections will be based on the recommendation of one reviewer that will take into consideration (i) input and recommendation from lead analyst that worked on the instrument development during the Lab cycle, (ii) instrument report and (iii) application form. The reviewer that assesses the idea will base selection on the instrument's feasibility, impact, and additionality of the grant capital. These are elaborated in greater detail below:

1. **Feasibility:** Existing financial commitments, runway to first close, pipeline development, commercial viability, and extent of stakeholder engagement.
2. **Impact:** Scale of expected impact and potential to replicate to other geographies/sectors.
3. **Grant Additionality:** justification of grant request and soundness of the listed upcoming activities.

After submitting applications, proponents will know by December who is moving to the due diligence phase. Official selection will take place after an investment committee meets in February.

Selected Instruments will receive conditional funding. Disbursements will be made upon meeting certain milestones that will be agreed upon in advance of the award.

3. ROLES AND RESPONSIBILITIES

The Lab's governance and membership structure reflects the appetite of current and potential new Members. It supports the continuation of a dynamic network responsive to market conditions, policy signals, global developments, and continuous learning from previous cycles and complementary initiatives. A description of key groups involved in the Lab, their respective roles and time requirements are outlined below.

3.1 THE LAB STEERING GROUP

The Lab's strategic direction is guided and managed by the Lab Steering Group. This group includes representatives from the Lab's funders, who oversee the work of the Secretariat. Their specific roles include:

- Overseeing the work of the Secretariat and setting the strategic direction for the work of the Lab;
- Ensuring process moves according to timeline and that administrative questions are resolved; and
- Establishing the implementation details of the Lab's strategic direction, including analytical and communications elements.
- Committing to ensuring ongoing financial support, including through outreach to other potential funders, to set the basis for sustained impact of the Lab's work.

This group is brought in at key decision points to guide the Lab's progress and the development of ideas, assist them in preparing for implementation, and build partnerships that support the implementation of ideas.

3.2 LAB MEMBERS

[Membership](#) for the Lab consists of Lab Principals and Lab Advisors at the global level and expert Panel Members for all regional programs. As a rule, it is reviewed yearly at the end of each Lab Cycle.

3.2.1 LAB PRINCIPALS

Lab Principals are at the CEO, senior executive level, or ministerial stature. They provide high-level endorsement of the Lab's objectives and recommendations and commit to providing institutional expertise to the Lab. In addition, Lab Principals support the Lab Secretariat with communication and outreach, act as spokespersons for the Lab process, and endorse instruments at the conclusion of each annual cycle.

Time requirements for Lab Principals include attendance at one targeted high-level event per analytical cycle, typically the Global Endorsement Meeting in September.

3.2.2 LAB ADVISORS

Lab Advisors will contribute institutional expertise to the Lab to support identifying ideas, instrument design, development, and stress-testing. Each Lab Principal will have at least one Advisor from their institution. The role of Lab Advisors includes:

- Forming the Lab's key working group and representing all Lab Principals at an operational level;
- Ensuring progress on administrative issues and resolving questions on Lab design and procedure;
- Contributing to the development of criteria for the identification of ideas;

- Advising on and challenging the design of instruments task and critique of the analytical work;
- Advising on the identification of ideas; and
- Engaging in outreach to source, test, and ultimately promote endorsed instruments.

Time requirements for Lab Advisors include attendance at three to four meetings after each distinct analytical phase and update calls every six to eight weeks throughout the Lab Cycle. Time required for input and review of analytical work is concentrated in Phase Two but is not envisaged to total an average of more than 8 hours per month over the Lab Cycle.

3.2.3 REGIONAL STREAM PANEL MEMBERS

Regional stream membership consists of Panel Members who, among other roles, share Advisor duties at the local level (see Table 1). The Lab has five regional programs in the 2024 cycle: Brazil, India, East and Southern Africa, Latin America and the Caribbean, and the Philippines. Regional Panel Members' main responsibilities include:

- Sourcing ideas through networks
- Recommending the highest quality ideas with the greatest potential for impact from the region and voting on a shortlist of ideas that then goes to the global level
- Developing instruments by serving on working groups led by the Secretariat and alongside Global Lab Advisors, observers, and other experts
- Recommending (or not) endorsement
- Supporting instruments with technical capacity or political support post-endorsement alongside Global Lab Advisors and external groups.

Table 1: Regional Panel and Global Advisor roles throughout the cycle

Phase	Global Advisors	Regional Panels
1 (Jan-Feb)	<ul style="list-style-type: none"> • Review CPI and regional guidance. • Convene in person to select ideas across regions & themes. • Appoint regional representatives for WGs. 	<ul style="list-style-type: none"> • Vote to refine longlist. • In-person meeting to review the shortlist. • Vote to select finalists. • Option to attend Selection Meeting as Observers.
2 (March-May)	<ul style="list-style-type: none"> • Join global WGs & appoint representatives for regional WGs where relevant. • Review Panel & WG guidance in Phase 2 meeting. 	<ul style="list-style-type: none"> • Lab Member leads for WGs & instrument development. • Add local market expertise and connections.
3 (June-Sept)	<ul style="list-style-type: none"> • Review Panel & WG guidance in Phase 3 meeting. • Vote to Endorse instruments. • Continued support to piloting as necessary. 	<ul style="list-style-type: none"> • Phase 3 inputs through WGs. • Support pilot-focused partnerships. • Early funding or in-kind support commitment.

3.3 LAB SECRETARIAT AND ANALYTICAL PROVIDER

[Climate Policy Initiative](#) (CPI) acts as the Lab's Secretariat and Analytical provider. The secretariat's structure and operation have added significant value to the Lab process. Lab Members have decided to delegate greater decision-making powers on day-to-day issues to the Secretariat to ensure a timelier process. In addition, commitments to maintaining

transparency and openness in the Lab process as far as practical and in light of confidentiality issues are reinforced.

The role of the Secretariat covers several facets, outlined below:

3.3.1 SECRETARIAT SERVICES

Convening

Lab Member calls: CPI will organize and administer Member calls throughout the Lab Cycle, including preparing background and guidance material for the calls and summary notes.

The 2025 Lab Cycle has set a tentative schedule for these meetings, which includes:

- A regional selection meeting for Regional Panel Members for the regional program ideas in early to mid-February (dates TBD).
- A global selection meeting for Global Lab Members in late February (dates TBD).
- Phase 2 outcomes virtual meeting in Q2.
- A technical Advisor Virtual Pre-Endorsement Meeting to review the final Lab cycle analysis and instrument designs, recommend Endorsement, or call out key concerns. This meeting is held one month before the Endorsement meeting (late August or early September 2025).
- A final high-level meeting with Lab Principals and high-level Observers, with the goal of endorsing the final instruments (late September 2025, in person).

Internal Coordination

The Secretariat will provide ongoing coordination in close interaction with the Lab Steering Group, utilizing the following methods of internal communication:

- Quarterly progress update calls with the Lab Steering Group.
- Email updates to Lab Advisors every six to eight weeks.
- Swift replies to Lab Members' queries by a dedicated staff member.
- Preparation of briefing materials ahead of meetings.

Communications and outreach

The Secretariat will be responsible for:

- Outreach to encourage implementation of pilots, helping implementing entities to establish partnerships and source funding.
- Coordination between the Lab and other relevant initiatives, for instance, by identifying other relevant initiatives as platforms to deliver the Lab's messages and ensuring that the communications plans of other initiatives complement each other.
- Outreach to relevant stakeholders and media to publicize and promote the work of the Lab to maximize its impact.

3.3.2 ANALYTICAL SERVICES

The Secretariat will drive analytical cycles to gather and develop further innovative approaches that unlock private finance at scale in developing countries. The Lab Cycle commences with an international 'call for ideas', including both a general stream that targets climate mitigation and adaptation activities and more specialized streams around key priority sectors.

In addition, the Secretariat, as a part of the continuation of analytical services, will conduct tracking and sharing of lessons learned with the implementation of pilots and work resulting from previous Lab Cycles.

The tracking and sharing of lessons learned would be structured to include:

- Keeping track of the implementation of the Lab instruments.
- Targeted convening of pilot partners to share experiences and learning.
- Providing ongoing access to Lab membership as sources of expertise and encouragement.
- Sharing lessons learned via various media (including targeted publications, webinars, or workshops).
- Providing support in summarizing and sharing in-depth evaluations, which will be conducted and financed through individual projects.

3.4 LAB EXPERTS AND WORKING GROUPS

The Secretariat will conduct the analytical work of the Lab Cycle in consultation with instrument-specific Working Groups, experts, and/or other analytical organizations.

Working Groups include:

- The proponents of the selected Ideas.
- Lab Advisors.
- Regional Panel Members.
- External experts and/or other analytical organizations.

Lab Advisors and Regional Panel Members will self-nominate participation in Working Groups. The Lab also relies on its network to nominate and engage independent experts and organizations, including non-formal Lab Members or Observers, to join Working Groups as necessary. The engagement of external experts and/or other external organizations is aimed at utilizing their specific technical skills and thematic or geographic expertise to evaluate instruments, and it will be based on requirements and recommendations.

Working Groups are expected to inform more detailed analysis and provide guidance and review. Time requirements for Working Group members include participation in periodic guidance and review calls approximately every six weeks during each analytical phase, and occasional bilateral calls with the Lab analysts. The estimated time required for involvement in working groups is four hours per month (per instrument) over the Lab cycle between March and August. The Secretariat will outline specific milestones for each Working Group, which will be shared in separate work plans.

3.5 IDEA PROPONENTS AND IMPLEMENTING ENTITIES

3.5.1 IDEA PROPONENTS

In submitting an idea to the Lab for consideration, Idea Proponents are signaling a significant commitment of time and resources to the process of developing promising ideas for implementation-ready projects over nine months, with further expectations of lesser engagement after this initial period. The Lab expects Proponents of shortlisted ideas to work closely with the Lab Secretariat to help inform the deeper analysis throughout the Lab Cycle.

Idea Proponents, in turn, will benefit from the in-depth analysis provided by the Lab, including input and guidance from a wide range of high-level public and private experts,

exposure to prominent public and private sector investors, analytical support from the Lab Secretariat equivalent to approximately USD 150,000 – USD 200,000 per idea as well as robust marketing and communications support throughout the Lab Cycle. In addition, the Secretariat will provide bespoke pilot launch support in the months following the conclusion of the Lab Cycle, and light-touch support through the Lab network on a continual basis for the implementation teams of endorsed instruments.

3.5.2 IMPLEMENTING ENTITIES

Implementing Entities are any organization taking the concept design and developing it for pilot or replication at scale. These entities may be the Idea Proponent, or they could be a separate entity. If Idea Proponents do not have the means or the inclination to develop pilot proposals, the Lab Secretariat has the power to suggest and enlist potential implementers willing to develop them from within or outside the Lab. In some cases, several interested implementing entities could be for a single instrument. For Proponents who do not have the capacity to implement the idea, the Lab will seek to identify a suitable implementation partner during the course of Phase 2.

It is recognized that to realize pilots of Lab Instruments at the end of the Lab process, a significant amount of preparation and decision-making in Phase 3 needs to be aligned with the interests of the Implementing Entity rather than the collaborative group of Lab Members. These include eventual decisions on target markets, human resources and governance setups, budgeting, and in-house skills and capacities to be recruited. These decisions are taken in dialogue with potential funders.

3.6 DONORS AND INVESTORS

Donors and Investors may be from within the Lab Membership group or external contacts.

For Donors and Investors from within the Lab Membership group, the Lab Secretariat will seek details of the potential support that could be provided to Implementing Entities, both in terms of financial or in-kind expertise support.

Details for available funding windows for the market testing of selected instruments will also be requested, including the requirements relating to relevant public procurement regulations.

The Lab itself does not guarantee funding for the implementation of instruments. Any eventual provision of funding is achieved on a bilateral basis between finance institutions or individual Lab Members and proponents/implementation partners. Beginning in Phase 3, and through the ongoing support process, the Lab Secretariat will work to facilitate these processes.

4. PRINCIPLES OF ENGAGEMENT AND INTELLECTUAL PROPERTY

In submitting an idea to the Lab, the Principles of Engagement outlined below are understood and agreed to. The purpose of these principles is to clarify expectations related to (1) the use of information and ideas submitted to the Lab by proponents, members and external experts and, which is provided to develop selected ideas and instrument pilots, and (2) the future use of instruments developed by the Lab's analytical providers in conjunction with Lab Members, proponents, and external experts. It includes all information provided to the Lab, whether conveyed through written comments, in soft or hard copy documents, or verbally at meetings.

The work of the Lab and participation in it is based on the following understanding:

- The Lab is a non-proprietary, knowledge-sharing initiative. By submitting information and ideas to the Lab, proponents, members, and external experts agree that the ideas, information, and associated analysis may be used freely, developed, published, and modified by the Lab and by third parties.
- As a nonprofit organization, the Lab Secretariat Climate Policy Initiative (CPI) will ensure that Lab instrument designs, research reports, and other general Lab materials are available on CPI's website for the consumption and benefit of the general public.
- However, as Lab ideas move toward launch, CPI will work with idea Proponents and implementation bodies to safeguard confidential information.
- The Lab will publish information on its website about instrument analysis and decisions taken transparently and in a timely way. In particular:
 - A current list of Lab Members will be maintained.
 - Agendas and summaries of Lab Meetings and all decisions will be made available.
 - The results of Lab analysis will be published upon completion of Phase 3 of each Lab cycle.
- All Lab Members, Working Group members, and analytical providers, will serve in expert, objective capacities. The Lab analysis will be objective and neutral between instruments.
- It is not incumbent on analytical providers to accept all or any views shared as part of ongoing analysis. Decisions taken by the Lab Steering Group and Lab Members regarding processes, including voting procedures to progress instruments to more advanced analytical phases, are final.
- The Lab will facilitate fundraising for endorsed ideas, but in no way guarantees funding
- While the Lab will offer support as highlighted in paragraph 2 of this document, once endorsed the implementing entity (and/or the proponent) will be chiefly responsible for driving the pilot development and fundraising for the endorsed idea
- The Lab will support pilots by proponents as well as other appropriate implementation partners
- These principles for engagement will be made available on the Lab website.

5. EXTERNAL COMMUNICATIONS

The Lab's Secretariat is responsible for coordinating and approving the Lab's external communications. This work includes setting a communications strategy and plan that covers communications goals, activities, and a timeline for engagement. The plan is developed and changed as needed with the support and advice of the Lab's funder group and membership.

5.1. EXTERNAL COMMUNICATIONS GOALS

In general, the Lab has several external communications goals:

- Grow relationships with donor governments, the private sector, developing countries, and complementary initiatives. The Lab's success depends on its ability to empower decision-makers to agree on, fund, and implement high-quality climate finance solutions.
- Solicit ideas from the broader climate and development community to feed into the Lab. As demonstrated in previous cycles, the quality of ideas—and commitment to these ideas by idea proponents and Lab Members—is paramount to the Lab's ability to develop them and eventually see them change the world.
- Promote instruments on their path to implementation. The Lab can help amplify the successes of its launched instruments, growing the network for those instruments and supporting them as they move forward.
- Influence the climate finance conversation by demonstrating real solutions that work on the ground, and share these solutions with the broader sustainable development community in accordance with the aims set out in the Paris Accord and Sustainable Development Goals

5.2. EXTERNAL COMMUNICATIONS ACTIVITIES

In keeping with these goals, external communications activities under the Secretariat's responsibility include compiling professional outputs from analytical work, providing email updates and website maintenance, coordinating presence at events, and engaging in outreach to media. In many cases, these activities will also require the support and engagement of Lab Members and their respective institutions, and in particular, members of the Steering Group.

5.3. USE OF THE LAB'S LOGO AND MATERIALS

Any external use of the Lab's logo or the 'Endorsed by the Lab' logo must be approved by the Lab Secretariat.

The Lab welcomes using its analytical reports and resources for noncommercial purposes, such as policy discussions or educational activities, under a Creative Commons Attribution-Non Commercial-ShareAlike 4.0 Unported License. The Lab Secretariat must approve any commercial use of its materials.