GREEN
CLIMATE
FUND

Readiness and Preparatory Support

Direct Access Proposal Template

Country Support Window

Proposal title

Building Oman's Climate Finance Platform for Effective Institutional Coordination and Investment Mobilization (38300)

Country(ies)

Oman

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

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

How to complete this template?

This proposal template is designed for Direct Access by countries, through their National Designated Authorities (NDAs) / focal points or another agency as designated for direct access under the Country Support Window.
To assist with completing this proposal template, the GCF provides the following guiding documents available on the GCF website:

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

If the NDA or government agency[1] choosing the Direct Access option and implementing readiness support is not a GCF Accredited Entity for project funding proposals, please note the Financial Management Capacity Assessment (FMCA) must be successfully completed prior to this readiness proposal.

Before submitting, please delete all instructional text in grey font.

While this template allows Countries 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] The country may have a designated government agency that is different from the NDA that is formally authorised to receive funding from and enter into legal contracts with international agencies such as the GCF.

Proposal Details

Title of the Direct Access Proposal

Building Oman's Climate Finance Platform for Effective Institutional Coordination and Investment Mobilization

Total Approved Amount (in USD)

$2,293,213

Implementation Period (in months)

36 months

Country Information

☒ Single country

☐ Multi-country

Country

Oman

NDA / focal point name

Environment Authority

Name of contact person

Ms. Maha Al-Balushi

Contact person's position

Yunrui ZHOU

Contact person's email

Y.ZHOU@unido.org

Additional email addresses that need to be copied in correspondences

t.yao@unido.org, y.charabi@unido.org, gcf@unido.org, n.guarnaccia@unido.org, o.gordiievska@unido.org

Participating Country Information

If the proposal involves multiple countries (regional/multi-country), please list each one below, adding as many rows as necessary. The entry listed above serves as the lead for the multi-country proposal. Please upload the letters of intent on the GCF Partner Platform.

Participating Country	NDA/Focal Point Name	Name of Contact Person	Contact Person's Position	Contact Person's Email	Budget
N/A	N/A	N/A	N/A	N/A	N/A

Type of Access

- Framework Agreement Partner

1. Summary of the proposal

The Sultanate of Oman has established a comprehensive climate policy framework, including the ongoing NDC/NDC 3.0 process, NAP, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, Net Zero 2050 Strategy, and Oman Vision 2040. However, its ability to mobilize and coordinate climate finance remains constrained by fragmented institutional arrangements, the absence of a unified climate investment framework, and limited project-pipeline management. This readiness proposal seeks to address these gaps by establishing and strengthening the Oman Country Platform, supported by the Country Platform Coordination Unit/CPCU within the Environment Authority/NDA, as the operational hub for climate finance governance, stakeholder coordination, pipeline management, and engagement with the GCF. The proposal pursues three interlinked objectives: (i) strengthen NDA institutional capacity and establish an inclusive Country Platform among key ministries, financial institutions, private sector actors, civil society, academia, and development partners; (ii) develop and validate a climate investment framework and related policy instruments that translate Oman’s climate priorities under the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050 Strategy, National Strategy for Adaptation and Mitigation 2020–2040, and Vision 2040 into sectoral investment priorities and financing pathways; and (iii) develop and validate Oman’s Climate Investment Plan and Financing Framework and institutionalize a CPCU-managed, continuous pipeline-development, oversight, monitoring, reporting, and knowledge-sharing system that supports high-quality GCF-aligned programming, including two GCF concept notes and one GCF funding proposal package. By the end of implementation, Oman will have: (a) an operational Oman Country Platform/CPCU embedded in the Environment Authority/NDA; (b) a finalized Climate Investment Plan and Financing Framework; (c) a consolidated climate investment framework and related policy instruments; (d) CPCU-managed digital tools for pipeline tracking, monitoring, reporting, climate finance tracking, and knowledge sharing, building on existing national IT infrastructure where applicable; (e) enhanced capacity for transparency and reporting through strengthened data systems, institutional coordination, and alignment with the Enhanced Transparency Framework; and (f) stronger national capacity to mobilize climate finance, engage the private sector, attract co-financing, and consider appropriate financial modalities beyond grants, where applicable. This will lay the foundation for a country-driven climate finance architecture capable of attracting, managing, and accounting for climate finance from domestic and international sources, while supporting Oman’s transition toward a resilient, low-carbon, and diversified economy. The total budget for this readiness proposal is USD 2,293,213, to be implemented over a 36-month period under the leadership of the Environment Authority/NDA in partnership with UNIDO as the delivery partner.

2. Country Context

Guidance

This section provides an overview of the country context, including planned climate investments and priority areas for funding by the GCF and other sources of climate finance. It also highlights the country's key climate priorities, challenges, policies and institutional structures as well as gender considerations and stakeholder engagement.

2.1 Country(ies) Climate Challenges

Oman faces growing climate-related vulnerabilities associated with rising temperatures and an increasing frequency and intensity of extreme weather events, including heatwaves, tropical cyclones, flooding, and droughts. The country's arid climate and chronic water scarcity heighten its sensitivity to temperature increases and changing precipitation patterns, creating mounting pressures on water resources, agriculture, coastal zones, infrastructure, and public health.

These climate impacts threaten sustainable economic development and long-term fiscal stability. Key sectors—agriculture, water management, energy production, transport, and coastal infrastructure—are increasingly exposed to climate-induced disruptions. Approximately 97 percent of electricity generation still relies on fossil fuels, leaving the energy sector vulnerable to international decarbonization trends and the potential for stranded assets. Oman's economy remains hydrocarbon-based, with oil and gas revenues providing a dominant share of GDP, exports, and public income. This dependence amplifies both physical climate risks and transition risks as the global economy accelerates toward net-zero pathways.

The Government of Oman recognizes these structural vulnerabilities and has articulated a clear ambition to shift toward a low-carbon, diversified economy under the Net Zero 2050 Strategy and Vision 2040. Achieving this transition requires large-scale investment in renewable energy, energy efficiency, green hydrogen, and climate-resilient infrastructure. It also requires stronger governance, policy coherence, and improved access to international climate finance to mobilize resources for adaptation and mitigation.

Addressing these challenges calls for integrated institutional mechanisms, technological innovation, and strengthened partnerships with regional and global actors. Enhanced coordination and sustained finance will be essential to reduce vulnerability, safeguard economic competitiveness, and secure a resilient, inclusive, and low-carbon future for the Sultanate of Oman.

2.2 Policy Framework

Oman's climate policy framework is anchored in its international commitments under the Paris Agreement and its national development strategies, providing a clear roadmap for both mitigation and adaptation:

- Second Nationally Determined Contribution and First Update: Oman initially committed to reducing greenhouse gas emissions by 7% by 2030 relative to the business-as-usual (BAU) scenario. In the first update to the NDC, the target was strengthened to 21% by 2030 (7% unconditional and 14% conditional), emphasizing renewable energy deployment, green hydrogen, electrification, carbon management, and adaptation actions in water, agriculture, and coastal protection.
- National Adaptation Plan: Recently finalized, the NAP sets out priority adaptation measures across key sectors including water security, agriculture and food systems, health, coastal protection, and urban resilience. It provides the framework for climate-resilient development and highlights the need for sustained climate finance mobilization.
- Long-term Net Zero Strategy (2050): Outlines three possible pathways—delayed, optimized, and accelerated transition—with the optimized scenario identified as the most balanced, ensuring economic growth, environmental sustainability, and social equity while achieving net-zero by 2050.
- Oman Vision 2040: Provides the overarching policy context, positioning sustainability, economic diversification, and resilience as core pillars of national development. Vision 2040 directly complements

Oman's climate strategies by embedding green growth, low-carbon transitions, and resilience into broader socio-economic planning.

- National Strategy for Adaptation and Mitigation of Climate Change (2020–2040): Serves as the medium-term roadmap, integrating adaptation and mitigation priorities and aligning sectoral actions with both the NDC and Oman Vision 2040.

Together, these policy instruments provide a comprehensive and coherent strategic foundation for climate action. They define Oman's direction toward a low-carbon and climate-resilient economy while underscoring the need for a coordinated investment framework and a permanent institutional mechanism to translate national commitments into bankable projects and mobilize climate finance at scale.

2.3 Institutional Framework, Capacity and Coordination

Oman's institutional framework for climate action is anchored in the leadership of the Environment Authority and supported by a network of key ministries and coordination platforms that collectively guide the national climate agenda.

- Environment Authority: Serves as the national focal institution for environmental governance and climate adaptation and mitigation policy. The Authority acts as the National Designated Authority (NDA) to the Green Climate Fund and is responsible for developing and implementing adaptation and mitigation measures, ensuring compliance with environmental and climate standards, and coordinating national reporting obligations under the Paris Agreement. It plays a central role in aligning climate policies across sectors and facilitating access to international climate finance.
- Ministry of Finance: Provides financial oversight and ensures consistency between national budgeting processes and climate-finance priorities. The ministry also coordinates engagement with international financial institutions and development partners, manages fiscal risk related to climate impacts, and promotes instruments to leverage private-sector investment and domestic capital-market participation in low-carbon and resilient projects.
- Ministry of Energy and Minerals: Leads national energy policy and transition agenda, focusing on renewable energy deployment, and decarbonization of industrial sectors. Through its affiliated Oman Net Zero Centre, the ministry supervises implementation of the net-zero strategy, sectoral decarbonization pathways, and energy-efficiency programmes, and supports the establishment of a national carbon-market framework.
- Oman Net Zero Centre: Operates as a specialized coordination and monitoring entity under the Ministry of Energy and Minerals. It oversees the implementation of the Net Zero 2050 Strategy, ensures consistency of sectoral transition plans, and supports tracking and reporting of national progress toward emission-reduction targets.
- Cross-sectoral coordination: Broader governance and coordination are achieved through inter-ministerial committees and technical working groups that bring together representatives from key ministries, public entities, private-sector institutions, academia, civil society, and development partners.

Oman has progressively strengthened its institutional structures to advance climate action through collaborative and transparent governance. The leadership of the Environment Authority as NDA, combined with the financial stewardship of the Ministry of Finance and the mitigation leadership of the Ministry of Energy and Minerals, establishes a strong foundation for cross-sectoral coordination. Regular stakeholder forums, technical consultations, and multi-sector dialogues support inclusive participation, ensure policy coherence, and enhance accountability across the national climate framework.

2.4 Gender Equality Analysis

Oman recognizes gender equality as an integral component of sustainable development, as reflected in its climate strategies:

- Women's participation in economic, social, and environmental sectors is actively promoted under Oman Vision 2040.
- Climate change disproportionately affects rural and marginalized groups, including women and youth, due to their reliance on vulnerable sectors such as agriculture, fisheries, and water resources. Specific vulnerabilities include increased workload for women related to resource scarcity.
- The transition to low-carbon technologies presents opportunities for creating inclusive employment, requiring targeted interventions for skill enhancement and capacity-building, particularly for women and youth.
- Stakeholder consultations involving women-led organizations, civil society groups, and local communities have been conducted to ensure inclusive planning and equitable benefit-sharing from climate investments.

2.5 Stakeholder Engagement

The stakeholder engagement underpinning this readiness proposal was conducted within the framework of Oman's National Adaptation Plan (NAP, OMN-RS-004), implemented in collaboration with UNIDO. Through a series of consultative workshops, technical meetings, and validation sessions facilitated by UNIDO, extensive engagement with stakeholders across multiple sectors was achieved. This process identified clear national needs, priority actions, and capacity gaps, validating the necessity for this readiness proposal to strengthen coordination, governance, and the mobilization of climate finance in Oman. Specifically, the consultative process involved:

- Government Entities:
    - Ministry of Finance (ensuring fiscal alignment and financial sustainability of climate investments)
    - Ministry of Energy and Minerals (key coordinator for energy policy)
    - Oman Net Zero Centre (institution responsible for transition governance and implementation of the Net Zero 2050 Strategy)
- Private Sector and Industry:
    - National and commercial banks involved in sustainable-finance and green-lending initiatives
    - Sovereign and private investment funds seeking opportunities in renewable energy, resilience infrastructure, and other low-carbon sectors

- Financial institutions exploring blended-finance mechanisms and risk-sharing instruments to attract private capital into climate-aligned investments
- Academic and Research Institutions:
    - Higher-education institutions (providing technical inputs and research collaboration)
    - Research centres specializing in renewable energy, hydrogen, and climate innovation
- Civil Society Organizations (CSOs) and Local Communities:
    - NGOs engaged in climate, environment, and sustainability initiatives
    - Local community groups, including those representing women and youth, who emphasized the importance of inclusive participation and equitable benefits from climate action
- International Development Partners and Organizations:
    - UNIDO (providing international expertise and coordination support within the NAP OMN-RS-004 implementation process)
    - Development partners and financial institutions (offering insights on global best practices, technologies, and financing mechanisms).
- Through these structured consultations, stakeholders collectively underscored the need to:
    - Establish a national coordination mechanism for climate finance through a country platform.
    - Develop a consolidated climate-investment framework to guide resource mobilization.
    - Strengthen institutional capacity within the NDA and line ministries for project preparation, monitoring, and reporting.
    - Advance pipeline development through the preparation of high-quality, investment-ready project concepts aligned with national priorities.

This inclusive process confirmed the relevance and urgency of the proposed readiness project and secured broad national ownership for strengthening Oman’s enabling environment, institutional capacities, and ability to leverage climate finance from multiple sources—including the GCF, multilateral and bilateral partners, and private investors—to accelerate both mitigation and adaptation priorities.

2.6 Complementarity with Other Initiatives (GCF and non-GCF)

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

GCF Readiness Activities

Title & Reference Number	Start and End Dates	Amount Approved	Status	Objectives	Key Outcomes & Results	Complementarity with the readiness proposal
1-Strategic frameworks for engagement with the Fund, including the preparation of country programmes 2-Selection of implementing entities or intermediaries, and support for accrediation - OMN-RS-001	20 June 2017 - 30 Sept 2018	300,000	Completed	NA	Strengthened institutional capacity and improved access to climate finance	Established the NDA framework and initial GCF procedures. The new proposal builds on this foundation by institutionalizing a permanent coordination unit (CPCU) within the NDA.
Building Resilient Environment and Sustainable Agriculture and Water - OMN-RS-002	30 Nov 2021 - 30 Dec 2024	941,951	Disbursed	NA	Improved resilience in agriculture and water management to address climate change impacts.	Provides sector-level adaptation experience in agriculture and water. The new readiness scales such efforts through a national platform for coordinated climate-finance mobilization.
Sustainable Low-Carbon Transportation Strategy in Oman - OMN-RS-003	8 July 2022 - 8 July 2024	981,734.04	Disbursed	NA	Developed strategies to transition towards low-carbon transportation systems, reducing emissions.	Informs mitigation investment planning. The readiness will integrate these sectoral pathways into a consolidated national climate-investment pipeline.
Enhancing the National Adaptation Plan Process for the Sultanate of Oman - OMN-RS-004	5 Jan 2023 - 5 Jan 2026	2,920,967.56	Disbursed	NA	Strengthened climate adaptation planning through an integrated National Adaptation Plan framework.	Directly complementary. This proposal operationalizes the NAP's finance strategy and establishes the CPCU to manage pipeline development and resource mobilization.

Leveraging the Private Sector for Increased Climate Investment and Strengthened Partnerships in the West Asia Region - APA-RS-001	10 Jan 2023 - 9 Jan 2025	N/A	Disbursed	NA	NA	NA
Implementation Framework for Achieving Long-term Climate Objectives in Omans NDC - OMN-RS-005	18 Apr 2025 - 18 Apr 2026	382,260	Approved	NA	NA	NA
Climate resilient development and adaptation planning in the Sultanate of Oman - 1806-15324	N/A	N/A	Inactive	NA	NA	NA

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
Sustainable Adaptation for Healthcare Advancement in the MENA Region (SAHA)	15 July 2025 - 15 June 2026	underImplementation	GCF	NA	The SAHA PPF supports preparation of a multi-country health-sector adaptation proposal (Oman, Jordan, Egypt, Lebanon, Iraq) under the PSAA mechanism. For Oman, it complements the new readiness by generating sectoral data, stakeholder networks, and analytical inputs on climate-health linkages that will feed into the national Climate Finance Platform and its pipeline for adaptation investments.
Preparation of the First Biennial Transparency Report and the Third National Communication under the United Nations Framework	20 Oct 2023 - 28 Oct 2025	completed	GEF	Strengthen national transparency systems by supporting the preparation of the First Biennial Transparency Report (BTR1) and the Third National Communication (NC3), ensuring enhanced data management,	Fully complementary. The readiness enhances the data, reporting processes, and institutional arrangements required for future BTR submissions, which in turn provide the evidence base that the Climate Finance Platform will use for coordinated climate finance planning and investment mobilization.

Convention on Climate Change	institutional coordination, and compliance with UNFCCC reporting requirements.

2.7 Project Pipeline and Priorities

The Sultanate of Oman has established a solid policy foundation for climate action through its ongoing NDC/NDC 3.0 process, National Adaptation Plan, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, Net Zero 2050 Strategy, and Oman Vision 2040. Collectively, these frameworks define the country's long-term vision for a low-carbon, climate-resilient, and diversified economy.

While strategic directions are clear, Oman continues to face a significant gap in mobilizing and coordinating climate finance. Existing investments remain scattered across ministries and sectors, developed through uncoordinated initiatives and without a unified financial architecture. There is no consolidated Country Platform to identify priorities, coordinate stakeholders, integrate climate considerations into investment planning, or monitor climate finance flows from different sources. The result is a fragmented landscape that limits Oman's capacity to attract, absorb, and channel funds efficiently toward national priorities.

Institutional capacity to govern and mobilize climate finance remains limited. The Environment Authority, serving as the National Designated Authority/NDA to the GCF, currently lacks a dedicated Country Platform Coordination Unit/CPCU to manage cross-ministerial engagement, coordinate with financial institutions and private sector actors, or oversee the development of an investment pipeline consistent with national strategies. Line ministries, financial institutions, private sector actors, and other climate stakeholders require enhanced technical readiness to structure projects, apply climate-finance instruments, and meet international standards for transparency and accountability.

Access to climate finance from both domestic and international sources remains modest. While Oman Vision 2040 encourages private sector participation and diversification of public-finance instruments, mechanisms for leveraging domestic capital markets, sovereign funds, financial institutions, and development-finance sources for climate purposes are still emerging. Internationally, access to climate finance from the GCF, multilateral development banks, and bilateral partners has been limited by the absence of coordinated project-preparation systems and clear national mechanisms for prioritizing and packaging climate investments. Expanding and aligning these financial channels is therefore a national priority.

As part of this transformation, the readiness support will establish institutionalized systems and a continuous pipeline-generation process managed through the CPCU to identify, prioritize, and develop investment-ready climate initiatives aligned with Oman's national climate and development priorities, including the preparation of two GCF concept notes and one GCF funding proposal package as practical outputs of the institutionalized pipeline process. This process will ensure alignment with the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050 Strategy, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, and Oman Vision 2040.

The proposed readiness support seeks to address these challenges through the establishment and strengthening of the Oman Country Platform, supported by the CPCU within the Environment Authority/NDA. The Country Platform will serve as the central hub for climate-finance governance and dialogue among public institutions, financial institutions, private sector actors, civil society, academia, and development partners. It will consolidate information, convene stakeholders, support project screening and prioritization, track climate finance flows, and strengthen institutional arrangements to ensure coherent planning and transparent management of climate-finance resources.

Instead of creating a standalone Climate Investment Plan deliverable, the readiness support will strengthen the financial and investment dimensions of Oman's existing climate-policy frameworks through targeted assessments under the NAP, NDC, Long-Term Strategies, and private-sector enabling environment. These assessments will identify sectoral investment priorities, financing gaps, resource-mobilization opportunities, budget-alignment needs, private-sector engagement barriers, and pathways for preparing bankable climate projects. The work will consider appropriate financial modalities beyond grants, including blended-finance models, risk-sharing mechanisms, and innovative instruments where applicable, to attract private investment and ensure the catalytic use of GCF resources. It will also enhance integration between climate policy and public-finance management, ensuring that climate objectives are systematically reflected in budgeting, public investment planning, sectoral planning, and expenditure tracking.

Strengthened oversight systems, monitoring tools, and capacity-building initiatives will enable the NDA and CPCU to improve project oversight, climate finance tracking, financial monitoring, results-based reporting, and transparency. These systems will complement national climate transparency and reporting efforts aligned with the Enhanced Transparency Framework. A digital monitoring and reporting system, building on existing national IT infrastructure and hosted by the CPCU/Environment Authority, will support tracking of project implementation progress, financial flows, risks, results, and follow-up actions. In parallel, a digital knowledge-sharing hub, integrated as a dedicated portal within the existing Environment Authority or national climate website, will support knowledge management, institutional memory, and South-South learning.

This readiness initiative lays the groundwork for a coordinated national climate-finance architecture capable of planning, mobilizing, and managing finance from domestic and international sources. Through enhanced governance, Country Platform coordination, NAP adaptation finance review, NDC investment and financing assessment, long-term transition finance assessment, private-sector enabling-mechanism review, pipeline development, oversight, and knowledge-sharing systems, Oman will be better positioned to attract larger and more diversified investments, strengthen private sector participation and co-financing, and accelerate progress toward a resilient, sustainable, and net-zero economy.

2.8 Specific Readiness needs

The readiness support responds to critical institutional, coordination, investment-planning, pipeline-development, oversight, and knowledge-management gaps that limit Oman's ability to access, mobilize, and manage climate finance. Key needs identified through the outcome-level logframe include:

1. Institutional Coordination and Governance

– The NDA lacks a permanent Country Platform structure to convene ministries, financial institutions, private sector actors, civil society, academia, and development partners for coherent climate-finance planning.
– Clear operating procedures, stakeholder engagement frameworks, climate finance tracking tools, and Country Platform coordination arrangements are not yet fully in place.
– The proposed Oman Country Platform/CPCU is needed to institutionalize coordination, support stakeholder engagement, and sustain follow-up on climate finance priorities beyond the Readiness grant.

2. Strategic and Financial Frameworks

– Oman requires targeted assessments to strengthen the financial and investment dimensions of its existing climate-policy frameworks, including the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050 Strategy, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, and Oman Vision 2040.
– The NAP requires an adaptation finance and investment review to assess adaptation financing gaps, investment needs, funding barriers, budget-alignment issues, and opportunities for preparing bankable adaptation projects.
– The NDC requires a climate investment and financing assessment to identify financing gaps, priority investment needs, implementation barriers, private-sector engagement opportunities, and financing options for priority NDC actions.
– The Long-Term Strategies require a long-term transition finance assessment focused on economy-wide transition pathways, structural implementation barriers, strategic investment sequencing, and long-term resource mobilization.
– Oman also requires a review of policies, regulations, incentives and market mechanisms to strengthen the enabling environment for private-sector climate engagement and climate-related investment.
– There is limited analytical capacity to assess investment and financing gaps, structure climate investment priorities, identify co-financing opportunities, and consider appropriate financial modalities beyond grants, including blended-finance or risk-sharing approaches where applicable.

3. Pipeline Development and Project Preparation

– No institutionalized process exists for continuous pipeline management under the Oman Country Platform/CPCU.
– Ministries, financial institutions, private sector actors, and other climate stakeholders require technical support to translate policy priorities into high-quality, investment-ready pipeline ideas consistent with GCF investment criteria.
– There is a need to develop or strengthen two GCF concept notes and one GCF funding proposal package, while avoiding duplication with existing pipeline activities supported under OMN-RS-003 and OMN-RS-004.

4. Monitoring, Reporting, and Climate Finance Oversight

– Systems for financial tracking, project oversight, monitoring, reporting, and results-based management of climate finance programmes and projects remain limited.
– National climate transparency and reporting systems require strengthened data collection, analysis, validation, institutional coordination, and alignment with the Enhanced Transparency Framework, including support to the ongoing NDC/NDC 3.0 process, NAP implementation, LTS-related planning, and Net Zero 2050.

– Digital tools and standardized guidelines are needed for oversight, transparency, accountability, climate finance tracking, and annual reporting through the Climate Finance Programme Oversight Report.
5. Knowledge Management and South-South Cooperation
– Oman lacks a centralized and sustainable knowledge-sharing platform to store, curate, and disseminate climate-finance knowledge products, guidance materials, templates, event outputs, and training resources.
– The proposed digital knowledge hub should be integrated as a dedicated portal within the existing Environment Authority or national climate website to avoid a standalone platform and support long-term sustainability.
– There is limited structured participation in cost-effective South-South and regional knowledge exchanges with selected developing-country partners on country platform operationalization, climate finance coordination, blended finance, private sector engagement, and pipeline development.

3. Statement of Objectives

Guidance

This section aims to clearly define the objectives and scope of the readiness support being sought. It outlines: (1) the anticipated impact of readiness support on climate programming and direct access, highlighting how the support will enhance the country's capacity to design and implement climate projects; (2) the alignment of the readiness support with national climate goals, including the implementation of NDCs, NAPs, and LTS, and (3) specific areas of readiness support required, addressing capacity gaps and aligning with the objectives and outcomes of the 2024-2027 readiness strategy.

To form a statement of the objectives for the readiness support, consider the optional **Guide for Countries on Strategic Planning of Readiness Support**.

3.1 Objectives of the Readiness Support
This Readiness proposal aims to strengthen Oman's institutional and technical capacities to access, mobilize, and manage climate finance through the establishment and strengthening of the Oman Country Platform, supported by the Country Platform Coordination Unit/CPCU within the Environment Authority/NDA. The CPCU will serve as the operational unit of the Country Platform, enabling structured climate-finance coordination, transparent investment planning, continuous pipeline development, oversight, knowledge sharing, and stakeholder engagement aligned with the ongoing NDC/NDC 3.0 process, NAP, Vision 2040, Net Zero 2050 Strategy, and National Strategy for Adaptation and Mitigation of Climate Change 2020–2040.

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 Climate Programming and Direct Access
The proposed readiness support from the GCF will strengthen Oman's institutional capacity to access and deploy climate finance, while establishing a sustainable Country Platform for coordinating and implementing national climate priorities. Central to this proposal is the establishment of the Oman Country Platform Coordination Unit/CPCU within the Environment Authority/NDA. The CPCU will function as the operational unit of the Country Platform, supporting climate finance coordination, consolidation of investment priorities, development of high-quality pipelines, and stakeholder engagement across government, financial institutions, private sector actors, academia, civil society, and development partners. Specifically, the anticipated impacts of this readiness support include: 1. Enhanced institutional capacities and Country Platform coordination • Establish and operationalize the Oman Country Platform/CPCU as the national platform for climate finance coordination and GCF engagement. • Strengthen the NDA's ability to fulfil its mandate by introducing clear procedures, operational tools, and Country Platform coordination arrangements. • Deliver specialized training for NDA staff, focal points, line ministries, financial institutions, and private sector representatives on GCF policies, project cycle requirements, climate finance access modalities, and monitoring and reporting of readiness outcomes. 2. Project preparation and pipeline development • Strengthen the financial and investment dimensions of Oman's NAP, NDC/NDC 3.0 process, Long-Term Strategies, Net Zero 2050 Strategy, National Strategy for Adaptation and Mitigation 2020–2040, and Oman Vision 2040 through targeted assessments, rather than creating a standalone Climate Investment Plan deliverable. • Identify, prioritize, and prepare selected investment-ready pipeline ideas, including two GCF concept notes and one GCF funding proposal package, through institutionalized systems and a continuous pipeline-generation process managed under the CPCU. • Introduce digital platforms and tools to track project preparation, implementation progress, financial flows, risks, results, and follow-up actions, building on existing national IT infrastructure and hosted by the CPCU/Environment Authority to ensure long-term sustainability. 3. Strengthened climate finance oversight and reporting systems

- Strengthen NDA and CPCU systems and capacities to oversee, monitor, and report on climate finance programmes and projects.
- Develop fiduciary monitoring, financial tracking, and results-based reporting systems that reduce transaction costs, improve transparency, and strengthen national ownership.
- Facilitate partnerships between the NDA, CPCU, financial institutions, private sector actors, and development partners to accelerate access to GCF and other sources of climate finance.
- Ensure that pipeline development takes into account Oman's high-income status, co-financing opportunities, private sector participation, catalytic use of GCF resources, and appropriate financial modalities beyond grants, where applicable.4. Strengthened climate investment framework and finance mobilization
- Develop targeted NAP adaptation finance, NDC investment financing, long-term transition finance, and private-sector enabling-mechanism assessments to translate Oman's climate priorities into bankable pipelines and financing pathways.
- Provide policy recommendations and institutional guidelines to mainstream climate priorities into national budgeting, public investment planning, sectoral strategies, and project preparation processes.
- Facilitate applied workshops for line ministries, financial institutions, and private sector actors to use the Climate Investment Framework, identify bankable investment opportunities, and mobilize climate finance.5. Knowledge, learning, and regional cooperation
- Establish and configure a digital knowledge hub, integrated as a dedicated portal within the existing Environment Authority or national climate website, and managed by the CPCU to serve as a central platform for climate finance information, tools, and resources.
- Develop and disseminate targeted, audience-specific knowledge products, including policy briefs, toolkits, guidance notes, FAQs, templates, training materials, and media content to strengthen decision-making and stakeholder capacity.
- Facilitate cost-effective South-South and regional knowledge exchanges, including virtual peer-learning workshops and targeted expert exchanges or expert deployments, to share Oman's experience in establishing a Country Platform and mobilizing climate finance, while learning from selected developing-country partners.

This readiness support will institutionalize a sustainable, transparent, and efficient national system for climate finance governance. By the end of implementation, Oman will have an operational Oman Country Platform/CPCU embedded in the Environment Authority/NDA, validated financial and investment assessments for the NAP, NDC, Long-Term Strategies and private-sector enabling environment, institutionalized processes for continuous pipeline development and quality assurance, strengthened NDA/CPCU systems for oversight and reporting, a functional knowledge hub, and pathways for South-South and regional cooperation.

Collectively, these outcomes will enable Oman to leverage GCF and other climate finance sources more effectively, accelerate pipeline development, mobilize private sector participation and co-financing, and deliver on the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050, and long-term low-emission and climate-resilient development priorities.

3.3 Alignment with NDC/NAP/LTS Implementation

This readiness proposal is designed to directly support Oman's ongoing NDC/NDC 3.0 process, NAP implementation process, and long-term low-emission and climate-resilient development priorities. It provides the institutional, technical, coordination, and financing groundwork needed to translate national climate commitments into actionable investment priorities, project pipelines, and financing strategies.

For the NDC/NDC 3.0 process, the project contributes to both mitigation and adaptation targets. On mitigation, the readiness support will enable Oman to advance renewable energy, hydrogen, energy efficiency, and industrial decarbonization priorities identified in the updated NDC. On adaptation, it will strengthen institutional coordination and financing mechanisms to implement NDC-linked actions in water security, agriculture, health, and coastal protection.

For the NAP, the proposal supports the operationalization of adaptation priorities by strengthening the systems, coordination mechanisms, and adaptation finance and investment assessment needed for implementation. It will support the review of adaptation financing gaps, investment needs, funding barriers, budget-alignment issues, and opportunities for bankable adaptation project preparation, strengthen cross-sectoral coordination among key ministries and stakeholders, and ensure that adaptation priorities are systematically reflected in the continuous pipeline-development process managed through the CPCU.

For the LTS and Net Zero 2050 vision, the readiness support creates the enabling conditions for long-term transformation by embedding climate finance into national planning and institutionalizing a continuous pipeline-generation process through the CPCU. The CPCU will ensure that Oman is equipped to prepare bankable projects aligned with the country's decarbonization and resilience pathways, while also mobilizing international and domestic finance to support their implementation.

In parallel, the readiness support will enhance Oman's capacity for climate finance oversight, monitoring and reporting by strengthening data systems, institutional coordination, financial tracking, project oversight tools, and results-based reporting processes. These systems will complement national climate transparency and reporting efforts and support alignment with the Enhanced Transparency Framework.

In this way, the readiness proposal serves as a bridge between Oman's policy commitments and the financial, institutional, and technical resources needed to implement them effectively and sustainably.

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**.

The proposed readiness programme aims to build Oman's Climate Finance Platform for effective institutional coordination and investment mobilization, thereby strengthening the enabling environment for climate finance coordination, institutional capacity, strategic finance and investment assessments, project-pipeline development, oversight systems, knowledge sharing, and South-South cooperation. This initiative positions Oman to systematically access and mobilize climate finance in alignment with the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050 Strategy, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, and Vision 2040.

Oman's ability to plan, access, and manage climate finance is currently constrained by institutional fragmentation, limited coordination among ministries and stakeholders, and the absence of an operational climate finance coordination mechanism linking national climate strategies to financing opportunities and project preparation systems. Although the country has developed strong policy foundations through its NDC/NDC 3.0 process, NAP, Net Zero 2050 Strategy, and National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, these frameworks are not yet fully supported by dedicated financial and investment assessments, private-sector enabling mechanisms, updated country programming, and an institutionalized investment pipeline. The Environment Authority, serving as the NDA, operates with limited human and technical resources and without a permanent country platform structure for climate finance coordination, project pipeline management, financial tracking, oversight, and knowledge sharing. These limitations restrict access to international climate finance, constrain private sector engagement, and limit the systematic mobilization of co-financing and non-grant financing instruments.

If Oman strengthens its NDA capacity, establishes and operationalizes the Oman Country Platform/CPCU, strengthens the financial and investment dimensions of the NAP, NDC, Long-Term Strategies, and private-sector enabling environment, and builds systems for project pipeline development, oversight, reporting, and knowledge sharing, **then** Oman will be able to transform its fragmented climate finance landscape into an integrated, investment-ready ecosystem capable of mobilizing domestic, international, public, private, concessional, and innovative sources of finance. This is **because** structured coordination, improved institutional capacity, targeted investment and finance assessments, quality-assured pipeline development, climate finance tracking, and sustained knowledge systems will enable the NDA, CPCU, and national stakeholders to plan, coordinate, develop, monitor, and implement climate investments effectively, transparently, and in line with national priorities and GCF standards.

The Theory of Change follows a sequential logic. First, institutional capacity and country platform coordination are strengthened under Objective 1 / Outcome 1.1. Second, the financial and investment dimensions of the NAP, NDC, Long-Term Strategies, and private-sector enabling mechanisms are assessed and strengthened under

Objective 1 / Outcome 1.2. Third, GCF pipeline development is advanced under Objective 2 / Outcome 2.2. Fourth, oversight systems are strengthened under Objective 2 / Outcome 2.3. Fifth, knowledge systems, visibility, and South-South cooperation are embedded under Objective 3 to sustain long-term institutional learning and replication.

Under Outcome 1.1, the programme strengthens the NDA's institutional capacity and establishes the country platform functions needed for climate finance coordination. Through Output 1.1.1, the NDA/focal point and relevant climate stakeholders will undergo a capacity needs assessment to identify knowledge and skills gaps related to GCF programming, NDC and NAP implementation support, LTS-related planning, and climate finance access (Activity 1.1.1a). This will be followed by introductory orientation sessions on climate finance governance, GCF requirements, NDA roles and responsibilities, no-objection procedures, and climate finance access modalities (Activity 1.1.1b). Tailored technical capacity-building modules will then be developed and delivered on GCF project cycle requirements, concept note review, climate rationale, paradigm-shift potential, investment criteria, and monitoring of climate finance readiness outcomes (Activity 1.1.1c).

Through Output 1.1.2, the programme will establish and strengthen the Oman Country Platform Coordination Unit/CPCU within the Environment Authority/NDA. This will include recruitment of staff, ToRs, operating procedures, defined coordination functions, reporting lines, annual workplanning arrangements, and sustainability measures to ensure continued operation beyond the Readiness grant (Activity 1.1.2a). Operational manuals and tools will be developed for project screening, prioritization, climate finance tracking, stakeholder coordination, decision-making workflows, meeting protocols, monitoring of agreed actions, and long-term CPCU management (Activity 1.1.2b). The CPCU will be officially launched through an inception workshop, which will agree on the roadmap for updating the GCF Country Financing Programme in alignment with the NDC/NDC 3.0 process, NAP, Net Zero 2050, and Vision 2040, including the platform's operating calendar, priority workstreams, stakeholder engagement process, and sustainability roadmap (Activity 1.1.2c). A stakeholder engagement framework will be developed and validated through participatory consultations with ministries, financial institutions, development partners, women's focal points/agencies, women's organizations, local communities, Indigenous Peoples where relevant, youth representatives, civil society organizations, and vulnerable groups (Activity 1.1.2d). A high-level coordination forum will then present progress on NDC/NDC 3.0, NAP, Net Zero 2050, and the National Strategy 2020–2040, and agree on priority actions for the Country Platform, including endorsement of operational priorities, partner roles, follow-up responsibilities, and sustainability measures (Activity 1.1.2e).

Under Outcome 1.2, the programme strengthens Oman's strategic frameworks and policy instruments by focusing on their financial and investment dimensions. Through Output 1.2.1, the programme will conduct a NAP adaptation finance and investment review to assess adaptation financing gaps, investment needs, funding barriers, budget alignment issues, and opportunities for bankable adaptation project preparation (Activity 1.2.1a). It will conduct an NDC climate investment and financing review to assess NDC financing gaps, investment needs, implementation barriers, private-sector engagement opportunities, and financing options for priority NDC actions (Activity 1.2.1b). It will conduct a long-term strategy investment and financing review, focusing on economy-wide transition pathways, long-term financing gaps, structural implementation barriers, and strategic investment sequencing (Activity 1.2.1c). It will review existing policies, regulations, incentives, and market mechanisms for private-sector climate engagement and identify measures to strengthen the enabling environment for private-sector climate investment (Activity 1.2.1d). Stakeholder consultations will be facilitated with relevant ministries, financial institutions, private sector actors, regulators, civil society, academia, and development partners to validate findings and identify priority actions for strengthening climate investment and financing frameworks (Activity 1.2.1e). Draft assessments covering NAP adaptation finance, NDC investment financing, long-term transition finance, and private-sector enabling mechanisms will be prepared and validated (Activity 1.2.1f). Final assessments will provide recommendations for resource mobilization, budget alignment, private-sector engagement, bankable project preparation, and institutional follow-up through the CPCU (Activity 1.2.1g).

Under Outcome 2.2, the programme will strengthen Oman's climate investment pipeline and generate concrete investment outputs through institutionalized systems. Through Output 2.2.1, existing and potential climate-investment opportunities will be mapped across Oman's national strategies, including existing concept notes and funding proposals in the national pipeline and those supported under OMN-RS-003 and OMN-RS-004 (Activity 2.2.1a). Pipeline screening and prioritization criteria will be defined, including alignment with national climate priorities, GCF investment criteria, climate rationale, gender and social inclusion, co-financing potential, and implementation readiness (Activity 2.2.1b). Multi-stakeholder prioritization workshops will then be organized with government entities, financial institutions, private sector actors, academia, and civil society to select two priority concept notes and one priority funding proposal for development or strengthening (Activity 2.2.1c).

Through Output 2.2.2, the programme will develop investment-grade concept notes and funding proposal outputs aligned with the Country Financing Programme and GCF screening requirements. Two GCF concept notes and one GCF funding proposal package will be developed or strengthened, including project design, climate rationale, theory of change, implementation arrangements, gender and social inclusion, environmental and social safeguards, financial structuring, and alignment with GCF investment criteria (Activity 2.2.2a). CPCU pipeline-management guidelines and data systems will be developed to support project identification, screening, prioritization, monitoring, and integration with the national climate investment framework (Activity 2.2.2b). Appropriate GCF financial instruments beyond grants will be assessed, including concessional loans, guarantees, equity-type instruments, or other blended-finance structures where applicable, taking into account Oman's high-income status and the catalytic use of GCF resources (Activity 2.2.2c). Targeted technical consultations will validate the design, implementation arrangements, co-financing opportunities, private investment potential, and financial structuring of the selected concept notes and funding proposal (Activity 2.2.2d). The two concept notes and one funding proposal package will then be finalized or strengthened for submission-readiness and alignment with GCF screening requirements (Activity 2.2.2e).

Under Outcome 2.3, the programme will strengthen NDA and CPCU capacities, processes, and systems to oversee and monitor climate financing programmes and projects. Through Output 2.3.1, an institutional systems diagnostic will assess NDA and CPCU capacities, processes, and tools for project oversight, monitoring, financial tracking, reporting, gender and social inclusion, and results-based management (Activity 2.3.1a). Capacity-building sessions will be delivered for NDA and CPCU staff on project oversight, climate finance tracking, fiduciary monitoring, results-based reporting, gender and social inclusion, and GCF-related monitoring requirements (Activity 2.3.1b). Targeted technical assistance and coaching will operationalize a CPCU-managed oversight and monitoring process for climate finance programmes and projects, including tracking of implementation progress, financial flows, risks, results, and agreed follow-up actions (Activity 2.3.1c). Standardized guidelines and procedures will be developed for project oversight, financial reporting, monitoring, climate finance tracking, and results-based reporting, aligned with GCF requirements and Oman's finance systems (Activity 2.3.1d). A digital monitoring and reporting system will be established, building on existing national IT infrastructure and hosted by the CPCU/Environment Authority to ensure long-term cost sustainability and to track project implementation progress, financial flows, risks, results, and follow-up actions (Activity 2.3.1e). Peer-review and validation sessions will test and refine the CPCU-led oversight, monitoring, reporting, and climate finance tracking processes, and secure stakeholder endorsement (Activity 2.3.1f). An annual Climate Finance Programme Oversight Report, led by the Environment Authority/NDA through the CPCU, will be produced and disseminated to track implementation status, financial progress, risks, results, and follow-up actions of climate finance programmes and projects in the national pipeline. The report will support the NDA's oversight function by consolidating information on project preparation, implementation progress, financing status, co-financing, stakeholder engagement, and alignment with national climate priorities, including the ongoing NDC/NDC 3.0 process, NAP, LTS-related planning, Net Zero 2050, and Oman Vision 2040 (Activity 2.3.1g).

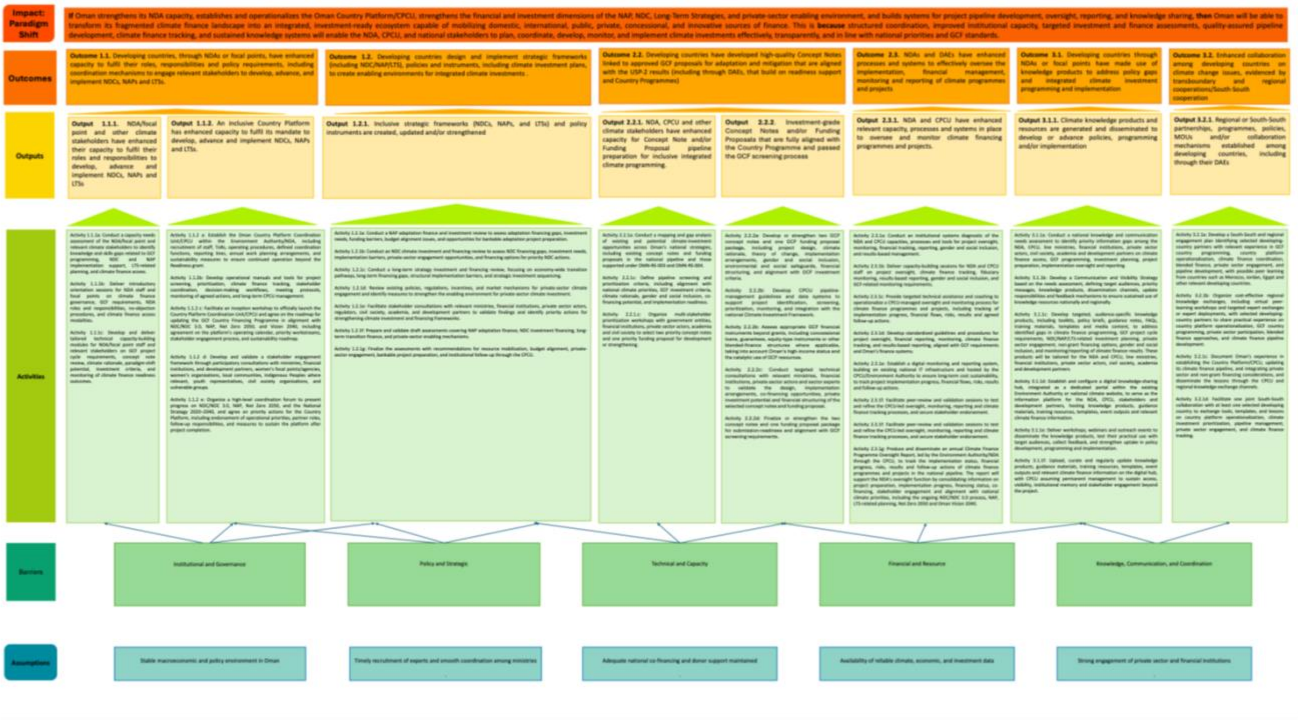
Under Outcome 3.1, the programme will strengthen knowledge generation, dissemination, visibility, and institutional learning. Through Output 3.1.1, a national knowledge and communication needs assessment will identify priority information gaps among the NDA, CPCU, line ministries, financial institutions, private sector actors, civil society, academia, and development partners on climate finance access, GCF programming, investment planning, project preparation, implementation oversight, and reporting (Activity 3.1.1a). A Communication and Visibility Strategy will define target audiences, priority messages, knowledge products, dissemination channels, update responsibilities, and feedback mechanisms to ensure sustained use of knowledge resources nationally and regionally (Activity 3.1.1b). Targeted, audience-specific knowledge products will then be developed, including toolkits, policy briefs, guidance notes, FAQs, training materials, templates, and media content to address identified gaps in climate finance programming, GCF project cycle requirements, NDC/NAP/LTS-related investment planning, private sector engagement, non-grant financing options, gender and social inclusion, and monitoring/reporting of climate finance results (Activity 3.1.1c). A digital knowledge-sharing hub will be established and configured as a dedicated portal within the existing Environment Authority or national climate website to serve as the information platform for the NDA, CPCU, stakeholders, and development partners (Activity 3.1.1d). Workshops, webinars, and outreach events will disseminate the knowledge products, test their practical use with target audiences, collect feedback, and strengthen uptake in policy development, programming, and implementation (Activity 3.1.1e). The CPCU will upload, curate, and regularly update knowledge products, guidance materials, training resources, templates, event outputs, and relevant climate finance information on the digital hub, assuming permanent management to sustain access, visibility, institutional memory, and stakeholder engagement beyond the project (Activity 3.1.1f).

Under Outcome 3.2, the programme will support South-South and regional knowledge exchange with selected developing-country partners. Through Output 3.2.1, a South-South and regional engagement plan will identify selected developing-country partners with relevant experience in climate investment planning, country platform operationalization, climate finance coordination, blended finance, private sector engagement, and pipeline development, with possible peer learning from countries such as Morocco, Jordan, Egypt, and other relevant developing countries (Activity 3.2.1a). Cost-effective regional knowledge exchanges, including virtual peer-learning workshops and targeted expert exchanges or expert deployments, will share practical experience on country platform operationalization, climate investment planning, private sector participation, blended finance approaches, and climate finance pipeline development (Activity 3.2.1b). Oman’s experience in establishing the Country Platform/CPCU, strengthening its climate finance pipeline, and integrating private sector and non-grant financing considerations will be documented and disseminated through the CPCU and regional knowledge-exchange channels (Activity 3.2.1c). One joint South-South collaboration will be facilitated with at least one selected developing country to exchange tools, templates, and lessons on country platform operationalization, climate investment prioritization, pipeline management, private sector engagement, and climate finance tracking (Activity 3.2.1d).

Through this sequential transformation, the NDA and CPCU will become better equipped to coordinate national climate finance actions; Oman’s national climate priorities will be translated into targeted financial and investment assessments, an updated Country Financing Programme, and a quality-assured project pipeline; oversight, monitoring, financial tracking, and reporting systems will improve transparency and accountability; and knowledge-sharing and South-South cooperation will secure long-term institutional memory, learning, and replication.

Collectively, these outcomes will establish a sustainable, country-driven climate finance architecture that enables Oman to systematically access, mobilize, and manage climate finance from domestic and international sources. By embedding the CPCU within the Environment Authority/NDA and linking climate finance coordination to the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050, National Strategy 2020–2040, and Vision 2040, Oman will be better positioned to attract co-financing, mobilize private sector participation, make catalytic use of GCF resources, and sustain a robust pipeline of climate-resilient, low-carbon, and inclusive investments.

Figure 1. Theory of Change Diagram



4.2 Beneficiaries

The proposed readiness support will directly and indirectly benefit a wide range of national, institutional, private-sector, research, civil society, and community stakeholders by strengthening Oman's capacity to plan, access, mobilize, and manage climate finance in a coordinated and inclusive manner.

- Direct Beneficiaries
  - The proposed readiness support will directly and indirectly benefit a wide range of national, institutional, private-sector, research, civil society, and community stakeholders by strengthening Oman's capacity to plan, access, mobilize, and manage climate finance in a coordinated and inclusive manner.
    - Environment Authority/NDA:
      - As the National Designated Authority to the GCF, the Environment Authority will be the principal institutional beneficiary. It will directly benefit from the establishment and strengthening of the Oman Country Platform, supported by the Country Platform Coordination Unit/CPCU, which will institutionalize climate finance coordination, project screening, stakeholder engagement, climate finance tracking, oversight, and reporting functions. NDA and CPCU staff, with gender balance promoted, will receive targeted support on GCF procedures, NDA roles and responsibilities, no-objection procedures, project screening, climate finance tracking, monitoring, reporting, and investment planning.
    - Ministries and Government Institutions:
      - Key ministries and public institutions, including the Ministry of Finance, Ministry of Energy and Minerals, Oman Net Zero Centre, Ministry of Agriculture, Fisheries

and Water Resources, Ministry of Economy, and other relevant sectoral institutions, will benefit from enhanced Country Platform coordination arrangements, applied workshops, stakeholder engagement processes, and access to the climate investment framework, related policy instruments, and the Climate Investment Plan and Financing Framework. These institutions will gain tools and guidance for integrating climate investment priorities into national budgeting, public investment planning, sectoral strategies, and project preparation processes aligned with the ongoing NDC/NDC 3.0 process, NAP, Net Zero 2050, National Strategy for Adaptation and Mitigation of Climate Change 2020–2040, and Vision 2040.

        - Financial Institutions and Private Sector Actors:
            - Banks, investors, industry representatives, and private sector actors — particularly in sectors relevant to mitigation, adaptation, resilience, water security, renewable energy, energy efficiency, logistics, industry, and climate-resilient infrastructure — will benefit from improved access to climate finance information, pipeline-development processes, investment prioritization tools, and knowledge products. They will also be engaged in consultations and technical discussions on co-financing opportunities, private sector participation, catalytic use of GCF resources, and appropriate financial modalities beyond grants, where applicable.
        - Academic and Research Institutions:
            - Universities, research centres, and technical institutions, including Sultan Qaboos University and other relevant national knowledge institutions, will benefit through participation in consultations, applied workshops, technical exchanges, data and knowledge-sharing activities, and access to the digital knowledge-sharing hub. This will enhance local expertise in climate finance analytics, investment planning, climate policy implementation, and monitoring/reporting of climate finance results.
        - Women, Youth and Vulnerable Groups:
            - Women and youth professionals across government, finance, academia, civil society, and the private sector will benefit from targeted participation in consultations, applied workshops, capacity-building activities, knowledge-sharing events, and stakeholder engagement processes. The proposal will promote inclusive participation, including women's focal points/agencies, women's organizations, youth representatives, civil society organizations, local communities, Indigenous Peoples where relevant, and vulnerable groups. Gender balance will be promoted and tracked across training and consultation activities, in line with the project's Gender Action Plan.

- Indirect Beneficiaries
    - Local Communities and Civil Society Organizations:
        - Communities in climate-vulnerable sectors and locations, including coastal areas, water-stressed regions, agricultural zones, and climate-sensitive settlements, will indirectly benefit from improved national systems that channel climate finance toward adaptation, resilience, and low-carbon development priorities. Civil society organizations, community groups, and women-led organizations will benefit from more structured stakeholder engagement, improved access to knowledge products, and

opportunities to contribute to the development and validation of climate investment priorities.

- Private-Sector Associations and SMEs:
  - Private-sector associations and small and medium enterprises will indirectly benefit from the climate investment framework, the Climate Investment Plan and Financing Framework, and improved pipeline-development processes. These tools will provide clearer visibility on climate investment priorities, potential financing pathways, co-financing opportunities, and entry points for private sector participation in climate-compatible investments.
- Regional Partners and Peer Institutions:
  - Selected developing-country partners will indirectly benefit from Oman's experience in establishing and operationalizing the Oman Country Platform/CPCU, strengthening its climate finance pipeline, integrating private sector and non-grant financing considerations, and strengthening climate finance tracking. Lessons, tools, templates, and knowledge products will be shared through cost-effective South-South and regional knowledge exchanges, including virtual peer-learning workshops and targeted expert exchanges or expert deployments.

- Linkage to Outputs and ActivitiesAll identified beneficiaries are explicitly addressed through the readiness activities and deliverables:
  - Output 1.1.1 supports capacity needs assessment, orientation sessions, and technical capacity-building for the NDA/focal point and relevant climate stakeholders.
    - Output 1.1.2 establishes and strengthens the Oman Country Platform/CPCU, benefiting the NDA, ministries, financial institutions, private sector actors, civil society, development partners, women's organizations, youth representatives, vulnerable groups, and other stakeholders involved in climate finance coordination.
    - Output 1.2.1 develops the climate investment framework and related policy instruments, strengthens national climate transparency and reporting systems, and supports applied workshops for line ministries, financial institutions, and private sector actors.
    - Outputs 2.2.1 and 2.2.2 support pipeline identification, screening, prioritization, and the development or strengthening of two GCF concept notes and one GCF funding proposal package, benefiting national institutions, financial institutions, private sector actors, and sector experts.
    - Output 2.3.1 strengthens NDA and CPCU oversight, monitoring, financial tracking, and reporting systems, including a digital monitoring and reporting system and an annual Climate Finance Programme Oversight Report.
    - Output 3.1.1 develops and disseminates targeted knowledge products and establishes a digital knowledge-sharing hub integrated into existing national infrastructure.
    - Output 3.2.1 supports South-South and regional knowledge exchange with selected developing-country partners.

In summary, the readiness proposal will directly benefit approximately 100–150 professionals across government, financial institutions, private sector actors, academia, civil society, and development partners, with gender-balanced participation promoted and tracked. It will indirectly benefit communities and citizens through improved coordination, stronger climate investment planning, more transparent financial tracking, and more effective climate investment flows that support Oman's resilience, low-carbon transition, and economic diversification

4.3 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 1.1. 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.

☒ Output 1.1.1. NDA/focal point and other climate stakeholders have enhanced their capacity to fulfil their roles and responsibilities to develop, advance and implement NDCs, NAPs and LTSs.

Activities

1-1-1.a. Activity 1.1.1 a: Conduct a capacity needs assessment of the NDA/focal point and relevant climate stakeholders to identify knowledge and skills gaps related to GCF programming, NDC and NAP implementation support, LTS-related planning, and climate finance access.
1-1-1.b. Activity 1.1.1 b: Deliver introductory orientation sessions for NDA staff and focal points on climate finance governance, GCF requirements, NDA roles and responsibilities, no-objection procedures, and climate finance access modalities.
1-1-1.c. Activity 1.1.1 c: Develop and deliver tailored technical capacity-building modules for NDA/focal point staff and relevant stakeholders on GCF project cycle requirements, concept note review, climate rationale, paradigm-shift potential, investment criteria, and monitoring of climate finance readiness outcomes.

☒ Output 1.1.2. An inclusive Coordination Mechanism has enhanced capacity to fulfill its mandate to develop, advance and implement NDCs, NAPs and LTSs.

Activities

1-1-2.a. Activity 1.1.2 a: Establish the Oman Country Platform Coordination Unit/CPCU within the Environment Authority/NDA, including recruitment of staff, ToRs, operating procedures, defined coordination functions, reporting lines, annual work planning arrangements, and sustainability measures to ensure continued operation beyond the Readiness grant.
1-1-2.b. Activity 1.1.2 b: Develop operational manuals and tools for project screening, prioritization, climate finance tracking, stakeholder coordination, decision-making workflows, meeting protocols, monitoring of agreed actions, and long-term CPCU management.
1-1-2.c. Activity 1.1.2 c: Facilitate an inception workshop to officially launch the Country Platform Coordination Unit/CPCU and agree on the roadmap for updating the GCF Country Financing Programme in alignment with NDC/NDC 3.0, NAP, Net Zero 2050, and Vision 2040, including agreement on the platform's operating calendar, priority workstreams, stakeholder engagement process, and sustainability roadmap.
1-1-2.d. Activity 1.1.2 d: Develop and validate a stakeholder engagement framework through participatory consultations with ministries, financial institutions, and development partners, women's focal points/agencies, women's organizations, local communities, Indigenous Peoples where relevant, youth representatives, civil society organizations, and vulnerable groups.

1-1-2.e. Activity 1.1.2 e: Organize a high-level coordination forum to present progress on NDC/NDC 3.0, NAP, Net Zero 2050, and the National Strategy 2020–2040, and agree on priority actions for the Country Platform, including endorsement of operational priorities, partner roles, follow-up responsibilities, and measures to sustain the platform after project completion.

☒ Outcome 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.

☒ Output 1.2.1. Inclusive strategic frameworks (NDCs, NAPs, and LTSs) and policy instruments are created, updated and/or strengthened.

Activities

1-2-1.a. Activity 1.2.1 a: Conduct a NAP adaptation finance and investment review to assess adaptation financing gaps, investment needs, funding barriers, budget alignment issues, and opportunities for bankable adaptation project preparation.
1-2-1.b. Activity 1.2.1 b: Conduct an NDC climate investment and financing review to assess NDC financing gaps, investment needs, implementation barriers, private-sector engagement opportunities, and financing options for priority NDC actions.
1-2-1.c. Activity 1.2.1 c: Conduct a long-term strategy investment and financing review, focusing on economy-wide transition pathways, long-term financing gaps, structural implementation barriers, and strategic investment sequencing.
1-2-1.d. Activity 1.2.1 d: Review existing policies, regulations, incentives, and market mechanisms for private-sector climate engagement and identify measures to strengthen the enabling environment for private-sector climate investment.
1-2-1.e. Activity 1.2.1 e: Facilitate stakeholder consultations with relevant ministries, financial institutions, private sector actors, regulators, civil society, academia, and development partners to validate findings and identify priority actions for strengthening climate investment and financing frameworks.
1-2-1.f. Activity 1.2.1 f: Prepare and validate draft assessments covering NAP adaptation finance, NDC investment financing, long-term transition finance, and private-sector enabling mechanisms.
1-2-1.g. Activity 1.2.1g: Finalize the assessments with recommendations for resource mobilization, budget alignment, private-sector engagement, bankable project preparation, and institutional follow-up through the CPCU.

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

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

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

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

☐ Output 2.1.1. Country programme developed and/or updated to guide GCF investment.

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

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

Activities

2-2-1.a. Activity 2.2.1.a: Conduct a mapping and gap analysis of existing and potential climate-investment opportunities across Oman's national strategies, including existing concept notes and funding proposals in the national pipeline and those supported under OMN-RS-003 and OMN-RS-004.
2-2-1.b. Activity 2.2.1.b: Define pipeline screening and prioritization criteria, including alignment with national climate priorities, GCF investment criteria, climate rationale, gender and social inclusion, co-financing potential, and implementation readiness.
2-2-1.c. Activity 2.2.1.c: Organize multi-stakeholder prioritization workshops with government entities, financial institutions, private sector actors, academia and civil society to select two priority concept notes and one priority funding proposal for development or strengthening.

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

Activities

2-2-2.a. Activity 2.2.2.a: Develop or strengthen two GCF concept notes and one GCF funding proposal package, including project design, climate rationale, theory of change, implementation arrangements, gender and social inclusion, environmental and social safeguards, financial structuring, and alignment with GCF investment criteria.
2-2-2.b. Activity 2.2.2.b: Develop CPCU pipeline-management guidelines and data systems to support project identification, screening, prioritization, monitoring, and integration with the national Climate Investment Framework.
2-2-2.c. Activity 2.2.2.c: Assess appropriate GCF financial instruments beyond grants, including concessional loans, guarantees, equity-type instruments or other blended-finance structures where applicable, taking into account Oman's high-income status and the catalytic use of GCF resources.
2-2-2.d. Activity 2.2.2d: Conduct targeted technical consultations with relevant ministries, financial institutions, private sector actors and sector experts to validate the design, implementation arrangements, co-financing opportunities, private investment potential and financial structuring of the selected concept notes and funding proposal.
2-2-2.e. Activity 2.2.2e: Finalize or strengthen the two concept notes and one funding proposal package for submission-readiness and alignment with GCF screening requirements.

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

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

Activities

2-3-1.a. Activity 2.3.1a: Conduct an institutional systems diagnostic of the NDA and CPCU capacities, processes and tools for project oversight, monitoring, financial tracking, reporting, gender and social inclusion, and results-based management.
2-3-1.b. Activity 2.3.1 b: Deliver capacity-building sessions for NDA and CPCU staff on project oversight, climate finance tracking, fiduciary monitoring, results-based reporting, gender and social inclusion, and GCF-related monitoring requirements.
2-3-1.c. Activity 2.3.1 c: Provide targeted technical assistance and coaching to operationalize a CPCU-managed oversight and monitoring process for climate finance programmes and projects, including tracking of implementation progress, financial flows, risks, results and agreed follow-up actions.
2-3-1.d. Activity 2.3.1 d: Develop standardized guidelines and procedures for project oversight, financial reporting, monitoring, climate finance tracking, and results-based reporting, aligned with GCF requirements and Oman's finance systems.
2-3-1.e. Activity 2.3.1 e: Establish a digital monitoring and reporting system, building on existing national IT infrastructure and hosted by the CPCU/Environment Authority to ensure long-term cost sustainability, to track project implementation progress, financial flows, risks, results and follow-up actions.
2-3-1.f. Activity 2.3.1 f: Facilitate peer-review and validation sessions to test and refine the CPCU-led oversight, monitoring, reporting and climate finance tracking processes, and secure stakeholder endorsement.
2-3-1.g. Activity 2.3.1 g: Produce and disseminate an annual Climate Finance Programme Oversight Report, led by the Environment Authority/NDA through the CPCU, to track the implementation status, financial progress, risks, results and follow-up actions of climate finance programmes and projects in the national pipeline. The report will support the NDA's oversight function by consolidating information on project preparation, implementation progress, financing status, co-financing, stakeholder engagement and alignment with national climate priorities, including the ongoing NDC/NDC 3.0 process, NAP, LTS-related planning, Net Zero 2050 and Oman Vision 2040.

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

☒ Outcome 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.

☒ Output 3.1.1. Knowledge products developed and/or used to address policy gaps and integrated climate investment programming and implementation.

Activities

3-1-1.a. Activity 3.1.1 a: Conduct a national knowledge and communication needs assessment to identify priority information gaps among the NDA, CPCU, line ministries, financial institutions, private sector actors, civil society, academia and development partners on climate finance access, GCF programming, investment planning, project preparation, implementation oversight and reporting.
3-1-1.b. Activity 3.1.1 b: Develop a Communication and Visibility Strategy based on the needs assessment, defining target audiences, priority messages, knowledge products, dissemination channels, update responsibilities and feedback mechanisms to ensure sustained use of knowledge resources nationally and regionally.

3-1-1.c. Activity 3.1.1 c: Develop targeted, audience-specific knowledge products, including toolkits, policy briefs, guidance notes, FAQs, training materials, templates and media content, to address identified gaps in climate finance programming, GCF project cycle requirements, NDC/NAP/LTS-related investment planning, private sector engagement, non-grant financing options, gender and social inclusion, and monitoring/reporting of climate finance results. These products will be tailored for the NDA and CPCU, line ministries, financial institutions, private sector actors, civil society, academia and development partners.
3-1-1.d. Activity 3.1.1 d: Establish and configure a digital knowledge-sharing hub, integrated as a dedicated portal within the existing Environment Authority or national climate website, to serve as the information platform for the NDA, CPCU, stakeholders and development partners, hosting knowledge products, guidance materials, training resources, templates, event outputs and relevant climate finance information.
3-1-1.e. Activity 3.1.1 e: Deliver workshops, webinars and outreach events to disseminate the knowledge products, test their practical use with target audiences, collect feedback, and strengthen uptake in policy development, programming and implementation.
3-1-1.f. Activity 3.1.1f: Upload, curate and regularly update knowledge products, guidance materials, training resources, templates, event outputs and relevant climate finance information on the digital hub, with CPCU assuming permanent management to sustain access, visibility, institutional memory and stakeholder engagement beyond the project.

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

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

Activities

3-2-1.a. Activity 3.2.1a: Develop a South-South and regional engagement plan identifying selected developing-country partners with relevant experience in GCF country programming, country platform operationalization, climate finance coordination, blended finance, private sector engagement, and pipeline development, with possible peer learning from countries such as Morocco, Jordan, Egypt and other relevant developing countries.
3-2-1.b. Activity 3.2.1 b: Organize cost-effective regional knowledge exchanges, including virtual peer-learning workshops and targeted expert exchanges or expert deployments, with selected developing-country partners to share practical experience on country platform operationalization, GCF country programming, private sector participation, blended finance approaches, and climate finance pipeline development.
3-2-1.c. Activity 3.2.1 c: Document Oman’s experience in establishing the Country Platform/CPCU, updating its climate finance pipeline, and integrating private sector and non-grant financing considerations, and disseminate the lessons through the CPCU and regional knowledge-exchange channels.
3-2-1.d. Activity 3.2.1 d: Facilitate one joint South-South collaboration with at least one selected developing country to exchange tools, templates, and lessons on country platform operationalization, climate investment prioritization, pipeline management, private sector engagement, and climate finance tracking.

4.4 Stakeholder Engagement Strategy

Consultations during Design

The design of this readiness proposal was informed by an extensive, inclusive consultation process led by the Environment Authority (NDA) in collaboration with UNIDO, conducted within the framework of the ongoing National Adaptation Plan (NAP) project. Between April and October 2025, a series of bilateral meetings, technical workshops, and virtual sessions were organized to identify institutional gaps, challenges, and opportunities for strengthening Oman's climate-finance architecture and to ensure alignment with the NAP process.

Participants included:

- Government institutions: Environment Authority (NDA), Ministry of Finance, Ministry of Economy, Ministry of Energy and Minerals, Oman Net Zero Centre, Ministry of Agriculture, Fisheries and Water Resources, and the National Committee for Climate Change.
- Financial sector and private investors: Central Bank of Oman, Oman Development Bank, sovereign funds, and private financial institutions interested in climate-aligned investments.
- Academic institutions and research centres: Universities and think tanks supporting climate, finance, and investment policy analysis, as well as capacity development for public-sector professionals.
- Civil society and local stakeholders: Environmental NGOs, youth networks, and women-led organizations focusing on adaptation, awareness, and gender-responsive climate action.
- International development partners: UNIDO, WMO, and representatives of multilateral and bilateral agencies involved in Oman's NAP implementation and broader climate-governance initiatives. Through the NAP project's consultation structure, stakeholders identified several key challenges: (i) the absence of a permanent coordination mechanism within the NDA; (ii) limited capacity to manage GCF processes and pipeline development; (iii) fragmentation across national climate and financing frameworks; and (iv) weak private-sector engagement. Proposed solutions emerging from these consultations — notably the creation of the Country Platform Coordination Unit (CPCU), the development of a Climate Investment Framework and Financing Strategy, and the deployment of digital systems for pipeline management and knowledge sharing — became the core building blocks of this readiness proposal. Engagement during Implementation During implementation, stakeholder engagement will be institutionalized through the CPCU, which will act as the national coordination and dialogue platform for climate finance. The CPCU will convene quarterly multi-stakeholder forums and thematic working groups that bring together ministries, financial institutions, the private sector, academia, and civil society to guide implementation and ensure transparency.Key modalities will include:
- Regular coordination meetings to review progress, validate outputs, including the climate investment framework, Climate Investment Plan and Financing Framework, two GCF concept notes, and one GCF funding proposal package, and agree on next steps.
- Technical working groups under each thematic area (adaptation, mitigation, finance, data/knowledge), involving the same institutions consulted under the NAP process.
- Co-creation and capacity-building workshops for ministries, DAEs, and financial institutions to strengthen ownership of tools and outputs.
- Digital participation mechanisms through the CPCU knowledge hub, which will host documents, updates, and feedback tools to ensure inclusive access and transparency.Feedback and Grievance Mechanisms Stakeholder feedback will be collected through structured mechanisms, including:
- Post-workshop evaluations and online feedback forms integrated into the CPCU's digital hub;
- Direct communication channels between institutional focal points and the NDA;
- A grievance-redress mechanism, detailed in section 7.6 (Grievance Redress Mechanisms).
- Gender equality and inclusion will be systematically monitored, with at least 40% women's participation in all workshops, trainings, and governance structures. Youth organizations and CSOs will be actively represented in consultations and capacity-building activities. Sustaining Ownership Because these consultations build on the NAP project's institutional framework, stakeholder engagement will

evolve from a project-based process to a permanent coordination mechanism embedded in Oman's national climate-finance architecture. This ensures long-term ownership of readiness results, fosters trust among institutions, and establishes the CPCU as a cornerstone for transparent, participatory, and sustainable climate-finance governance in Oman.

4.5 Risk Assessment and Mitigation measures

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

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

Risk Category	Specific risk(s) / Risk(s) description	Probability of occurrence	Impact level	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Operational	Limited technical or administrative capacity within the NDA to coordinate activities, prepare deliverables, and manage project reporting.	Low	Low	UNIDO will provide targeted technical assistance and backstopping to the NDA. A dedicated Project Coordination Team within the CPCU will be established to oversee daily implementation, supported by regular monitoring and joint progress reviews.	Environment Authority (NDA & Service Provider), UNIDO
Financial	Delays in fund disbursement may affect the timely execution of activities.	Low	Low	Maintain clear disbursement procedures under the agreement; prepare disbursement requests in advance; ensure regular coordination between UNIDO and the service provider.	UNIDO
Other	Delays in procurement of services or technical inputs due to tendering processes or limited local suppliers.	Low	Medium	Follow UNIDO's procurement procedures with early planning of key procurements; pre-identify qualified vendors; use framework agreements where possible to accelerate processes.	UNIDO
Political	Potential delays in approvals or decision-making due to changes in institutional priorities or restructuring within relevant ministries.	Low	Low	Maintain high-level engagement through the National Steering Committee; secure written endorsement from all partner institutions during inception; ensure alignment with Vision 2040 and NAP to sustain cross-ministerial ownership.	Environment Authority (NDA)
Other	Unexpected natural disasters or public health emergencies could delay in-person meetings, consultations, or training activities.	Low	Low	Implement hybrid (virtual/in-person) consultation formats and digital tools to ensure business continuity. All project data and documentation will be accessible through the CPCU's online platform to minimize disruptions.	UNIDO, Environment Authority (NDA)

Financial	Risk of money laundering, terrorism financing, fraud, corruption, bribery, collusion, or misuse of funds during procurement, contracting, or disbursement of readiness resources.	Low	High	All funds will be managed in accordance with UNIDO's Financial Regulations and Rules and in compliance with the GCF AML/CFT Policy and policy on prohibited practices. Sanctions screening and integrity risk due diligence will be conducted, as applicable, for consultants, service providers, vendors, implementing partners and other counterparties engaged under the Readiness Programme. UNIDO applies due diligence screening of vendors and consultants, segregation of duties, competitive procurement procedures, conflict-of-interest declarations, contractual integrity clauses, and internal financial controls. Transfers to the Environment Authority will be governed by a formal service agreement specifying eligible expenditures and reporting obligations. Expenditures will be subject to financial verification, audit provisions, and oversight mechanisms. Relevant contractual provisions will address integrity, conflict of interest, prohibited practices, reporting obligations and remedial actions in case of suspected misconduct. Any suspected misconduct will be addressed under UNIDO's accountability and investigation framework.	UNIDO (primary fiduciary oversight), Environment Authority (compliance with service agreement provisions)

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: 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.

Output: NDA/focal point and other climate stakeholders have enhanced their capacity to fulfil their roles and responsibilities to develop, advance and implement NDCs, NAPs and LTSs.

Indicator: Proportion of NDA/focal point, Coordination Mechanism and other climate stakeholders reporting an enhanced capacity to fulfil their roles and responsibilities to develop, advance and implement NDCs, NAPs and LTSs (Individuals: X/total).

Please provide the number of participants per strategic framework
Unit: No. of Participants

Strategic Framework	Baseline	Target
LTS	0	20
NDC	0	20
NAP	0	20

Output: An inclusive Coordination Mechanism has enhanced capacity to fulfill its mandate to develop, advance and implement NDCs, NAPs and LTSs.

Indicator: An inclusive Coordination Mechanism or Country Platform* is supported.

Please provide the number of Coordination mechanisms per status
Unit: No. of Coordination Mechanisms

Effectiveness Status	Baseline	Target
Establish	0	1
Strengthen	0	1

Please provide the number of Country Platform per status
Unit: No. of Country Platforms

Effectiveness Status	Baseline	Target
Establish	0	1
Strengthen	0	1

Indicator: Number of coordination meetings or dialogues undertaken with climate stakeholders, including climate funds, financiers and partners.

Please provide the number of coordination meetings or dialogues
Unit: No. of Meetings/Dialogues

Baseline	Target
0	3

Expected Deliverables

☒ Status report on capacity building of NDA and climate stakeholders in [Country] to develop, advance, and implement NDCs, NAPs and LTS.

☒ Status report on country coordination mechanism, country (or regional) platform for enhanced climate finance access to develop, advance, and implement NDCs, NAPs and LTS in the Country.

Outcome: 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.

Output: Inclusive strategic frameworks (NDCs, NAPs, and LTSs) and policy instruments are created, updated and/or strengthened.

Indicator: Number of inclusive policy instruments developed or enhanced to implement NDCs, NAPs, and/or LTSs.

Please provide the number of Strategic Frameworks developed or updated
Unit: No. of Policy Instruments

Lifecycle Status	Baseline	Target
New	0	1
New	0	1
Update/Revise	0	1
Update/Revise	0	1

Indicator: Number of inclusive policies, regulations and mechanisms developed or enhanced to incentivize private sector engagement and catalyze private funds.

Please provide the number of policies, regulations and mechanisms developed or updated to incentivize private sector engagement
Unit: No. of Items

Lifecycle Status	Baseline	Target
Update/Revise	0	1
Update/Revise	0	3
New	0	1
Update/Revise	0	1
New	0	1
New	0	1

Expected Deliverables

☒ Status report on the national adaptation plan (NAP).

☒ Status report on the nationally determined contribution (NDC).

☒ Status report on the long term climate strategies (LTS).

☒ Status report on policies, regulations and mechanisms developed or enhanced to incentivize private sector engagement in the Country.

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 or updated their country programmes to guide GCF investment.

Output: An inclusive Country Programme has articulated the country's needs, climate priorities and GCF USP-2 programming targets for the country.

Indicator: An inclusive Country Programme document developed or updated with country's needs and climate priorities, guided by GCF USP-2 programming targets.

Please provide the number of country programme(s) new or updated
Unit: No. of Country Programmes

Lifecycle Status	Baseline	Target
New	0	1

Expected Deliverables

☒ Country Programme Document.

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

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

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

Please provide the number of studies, assessments, and other actions to develop CN/FP
Unit: No. of Studies/assessments

Conducted to	Baseline	Target
Conducted for both GCF and Others	0	1

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	2
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
NDA	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: Developing countries, through NDAs or focal points, have made use of knowledge products to address policy gaps and integrated climate investment programming and implementation.

Output: Climate knowledge products and resources is generated and disseminated to develop or advance policies, programming and/or implementation

Indicator: Number of inclusive knowledge products and resources.

Please provide the number of knowledge products/resources
Unit: No. of Knowledge Products/Resources

Strategic Framework	Baseline	Target
LTS	0	6
NDC	0	6
NAP	0	6

Indicator: Number of inclusive knowledge-sharing events and platforms.

Please provide the number of events/knowledge platforms per strategic framework
Unit: No. of knowledge-sharing events/platforms

Strategic Framework	Baseline	Target
NDC	0	6
LTS	0	6
NAP	0	6

Expected Deliverables

☒ Knowledge Products / Compendium of Knowledge Products produced (Policies, Programme, NDC, NAP, LTS, L&D, TNA and others related).

☒ Status report on the knowledge sharing events and knowledge sharing platform promoted by the Country.

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
Establish	0	1
Strengthen	0	1
Strengthen	0	1
Strengthen	0	1
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 the Direct Access

Implementation Approach and Institutional Arrangements

The **Environment Authority (EA)**, acting as Oman's **National Designated Authority (NDA)** to GCF, will provide overall strategic oversight, national coordination, and ownership of this readiness support. **UNIDO** has been selected as the **implementing partner**, responsible for the technical and operational delivery of all readiness activities in accordance with GCF guidelines.

UNIDO will implement the readiness programme under the strategic guidance of the NDA, ensuring that all outputs directly respond to Oman's institutional priorities, as articulated in the National Adaptation Plan (NAP), Nationally Determined Contribution (NDC), the Net Zero 2050 Strategy and vision 2040. UNIDO will lead day-to-day management, procurement, and financial reporting, while the NDA will review progress, validate deliverables, and convene coordination meetings with relevant ministries and national stakeholders.

Roles and Responsibilities

Entity / Partner	**Roles and Responsibilities**
Environment Authority (NDA)	As a service provider, the NDA will provides overall policy guidance, national ownership, and coordination; reviews and endorses workplans, budgets, and deliverables; convenes national stakeholders through steering and validation workshops; ensures alignment with Oman's NDC, NAP, and Vision 2040.
UNIDO (Implementing Partner)	Leads implementation of all readiness activities; manages procurement, contracts, and financial administration; provides technical assistance and quality assurance; coordinates international and national experts; prepares progress reports and submits to the NDA for validation prior to GCF submission.
Line Ministries, Financial Institutions, and Private Sector Stakeholders	Participate in consultations, capacity-building, and validation workshops; provide data and technical input to the Climate Investment Framework and Country Financing Programme update.

Financial-Capacity Assessment and Contracting

UNIDO, as an accredited international organization with robust fiduciary and procurement systems, has been engaged as the implementing partner based on its proven track record in Oman. Its institutional systems were assessed through multiple readiness and technical cooperation projects (e.g., NAP, BUR, and Low-Carbon Transport initiatives) and deemed to meet international financial-management standards. No additional sub-recipients are expected under this readiness grant; however, short-term national consultants and service providers will be competitively procured under UNIDO's procedures, ensuring transparency and value for money.

NDA Implementation Modalities and Financial Arrangements

A dedicated budget of approximately USD 195,000 is allocated to the Environment Authority (EA), in its role as National Designated Authority (NDA) and national service provider, to directly implement selected readiness activities requiring national coordination, stakeholder engagement, and institutional anchoring. These activities primarily consist of organizing and delivering workshops, training sessions, technical consultations, and validation events (budget lines 3500-01 to 3500-08), totaling 23 events. Individual event budgets range from USD 5,000 to USD 15,000, depending on scope and level of participation.

Under this arrangement, UNIDO will enter into a formal service agreement with the Environment Authority defining the scope of work, eligible expenditures, deliverables, disbursement schedule, and reporting obligations in accordance with UNIDO and GCF fiduciary standards. The NDA will be responsible for planning and conducting workshops and training sessions; mobilizing national stakeholders, including line ministries, financial institutions, and private sector actors; facilitating inter-ministerial coordination; and documenting outcomes to inform key deliverables such as the Climate Investment Framework and Country Financing Programme update.

Funds will be disbursed in tranches based on an agreed annual workplan and achievement of defined milestones. The Environment Authority will submit periodic technical and financial reports, including supporting documentation (agendas, attendance lists, workshop reports, and expenditure statements). UNIDO will review these submissions for compliance and consolidate them into the official reports to the GCF Secretariat. All expenditures will remain subject to UNIDO's fiduciary oversight, audit provisions, and verification procedures.

This implementation modality ensures clear operational responsibilities for the NDA, strong national ownership, and full fiduciary accountability under UNIDO’s management framework.

Implementation and Oversight in Oman

UNIDO ensures close in-country coordination through regular technical missions and continuous liaison with the Environment Authority (NDA & service provider) and relevant ministries. Day-to-day implementation will be managed by a dedicated UNIDO project team based at headquarters, supported by national consultants and focal points within the Environment Authority. Quarterly coordination meetings—held virtually or in person—will review progress, resolve operational challenges, and ensure that activities remain fully aligned with national priorities and GCF requirements. Oversight will be provided by a Joint Project Steering Committee, chaired by the Environment Authority and including representatives from key line ministries and UNIDO. The committee will guide strategic direction, validate key deliverables, and ensure strong national ownership throughout implementation.

Reporting Mechanism

UNIDO will submit annual progress reports (technical and financial) to the GCF Secretariat, following internal validation by the Environment Authority. The NDA will review and endorse all reports prior to submission to ensure national ownership and accuracy. A final completion report and independent evaluation will be submitted to the GCF at project closure.

6.1.2 Framework Agreements

Under the Direct Access modality, the readiness proposal will be implemented through the UNIDO, which holds a Framework Readiness and Preparatory Support Grant Agreement (FWA) with the GCF Secretariat. As an accredited entity to the GCF and FWA holder, UNIDO will assume full responsibility for fiduciary management, procurement, monitoring, and reporting in full compliance with GCF standards and procedures.
UNIDO was selected based on its established partnership with the Environment Authority (NDA) and its proven record of delivering complex climate finance initiatives in Oman, including the National Adaptation Plan (OMN-RS-004), the Low-Carbon Transport Development (OMN-RS-003), the first Biennial Transparency Report (BTR1), and the development of the project "Building Oman's Climate Intelligence and Early Warning Ecosystem for Risk-Informed Planning and Inclusive Climate-Proof Investment" (SAP 052). These projects have demonstrated UNIDO's strong technical capacity, operational efficiency, and alignment with national priorities under Oman Vision 2040 and the Net Zero 2050 Strategy.
Under this arrangement, UNIDO will directly manage all readiness activities and financial flows, ensuring transparent delivery and high fiduciary integrity. International and national service providers and individual international and local consultants will be competitively contracted under UNIDO's direct supervision to deliver specific technical assignments such as stakeholder mapping, the Climate Investment Framework, and digital platform development.
UNIDO will consolidate financial and technical progress into annual and final reports, validated by the Environment Authority before submission to the GCF Secretariat. This arrangement ensures clear accountability, strong fiduciary oversight, and seamless coordination with national institutions. It replicates the successful cooperation structure established under the NAP project, guaranteeing continuity, institutional learning, and efficient implementation of Oman's national climate-finance architecture.
Legal context
The present project is governed by the provisions of the Standard Basic Cooperation Agreement between the Sultanate of Oman and UNIDO, signed on 12 November and 18 December 1993.

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 NDA/focal point or the designated agency 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
IT and Digital Systems Support	UNIDO / Local Vendor	IT infrastructure, data systems, knowledge platforms	IT Systems Specialist	Procure and configure hardware/software for CPCU and Knowledge Hub; ensure security, maintenance, and interoperability with NDA digital systems (D1, D11, D12)	Oman

Institutional Structure and Governance

The implementation of this readiness proposal will follow a **three-tier coordination structure**, ensuring national ownership, technical quality, and effective delivery (Figure 2):

- National Designated Authority (NDA) – Environment Authority (EA): The Environment Authority will provide overall leadership, oversight, and coordination among national stakeholders. As the service provider, the EA will support the implementation of designated activities in close coordination with UNIDO and in line with applicable procedures. The NDA will chair the Project Steering Committee (PSC), endorse annual workplans and budgets, and validate major deliverables before submission to the GCF Secretariat.
- Implementing Partner – UNIDO: UNIDO, as the FWA holder and implementing partner, will be responsible for operational management, procurement, contracting, financial reporting, and quality assurance. It will deploy a dedicated Project Management Team (PMT) composed of international and national experts, supported by UNIDO's field office in Muscat and technical backstopping from headquarters.
- Country Platform Coordination Unit (CPCU): Hosted within the Environment Authority, the CPCU will serve as the central operational hub for stakeholder coordination, data management, and knowledge sharing. It will work closely with UNIDO's project team to support consultations, training, and institutional-strengthening activities.

Coordination and Decision-Making Mechanisms

- Project Steering Committee (PSC): Chaired by the Environment Authority (NDA), the PSC will include UNIDO and representatives from the Ministry of Finance, Ministry of Economy, Ministry of Energy and Minerals, Ministry of Agriculture, Fisheries and Water Resources, and the Oman Net Zero Centre. The PSC will meet biannually to review progress, validate outputs, and approve key implementation decisions.
- Technical Working Groups (TWGs): Established under the CPCU, these groups will bring together focal points from sectoral ministries, financial institutions, academia, and civil society to co-develop the Climate Investment Framework, and define the investment pipeline.
- UNIDO Project Management Team (PMT): Oversees technical and fiduciary implementation; ensures consistency across outputs; and coordinates consultants, procurement, and reporting to the GCF Secretariat through the NDA.

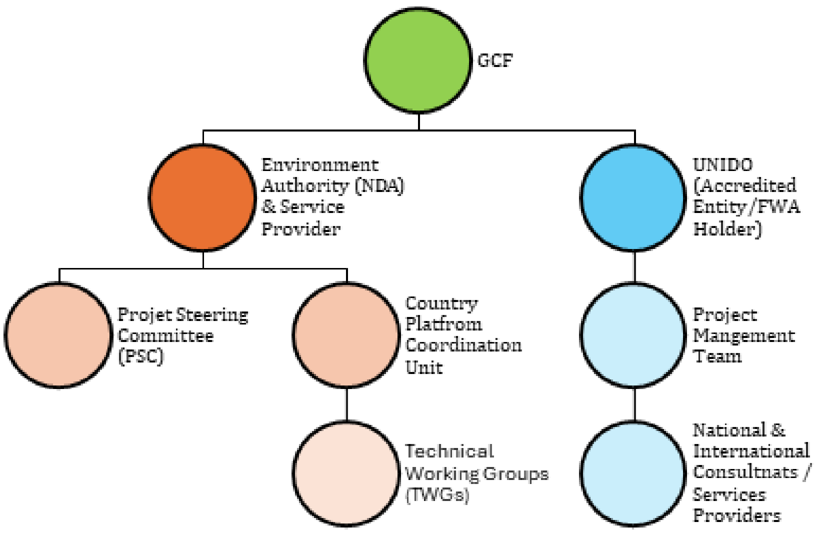


Figure 2: Organizational Structure and Coordination Mechanism for Project Implementation

Key Experts and Staff

Position	Organisation	Area of Expertise	Position Assigned	Tasks Assigned (linked to Deliverables)	Base Country During Assignment
Project Manager / Team Leader	UNIDO	Climate finance, institutional capacity-building, project oversight	Project Manager / Team Leader	Overall project coordination; implementation of annual workplans; supervision of experts and consultants; progress reporting to NDA and UNIDO HQ; validation of deliverables D1–D14; oversight of quality assurance, budget, and GCF compliance	UNIDO HQ / Oman
National Project Coordinator	Environment Authority (NDA & Service Provider)	Climate policy, stakeholder coordination, national implementation	National Coordinator	Daily management of activities in Oman; stakeholder coordination; logistical organization of workshops (D1–D6, D8–D11); data collection and consolidation for NAP/NDC/LTS; liaison with national ministries and financial institutions	Oman
Climate Finance and Investment Specialist	UNIDO	Climate investment frameworks, NDC/NAP financing, pipeline development	Senior Technical Expert	Lead design of Climate Investment Framework (D5, D6); guide investment plan, financing strategy, and pipeline prioritization; provide technical inputs to Concept Notes (D9) and Funding Proposal (D10)	Remote / Oman
Institutional Development and Governance Expert	UNIDO	Public-sector governance, coordination mechanisms,	Institutional Advisor	Design and operationalization of the Country Platform Coordination Unit (CPCU) (D2); develop	Remote / Oman

		institutional reforms		institutional guidelines and operational manuals (D1, D6); strengthen coordination and reporting protocols between EA, MoF, and line ministries	
Monitoring, Evaluation & Knowledge Specialist	UNIDO	MRV systems, results-based management, data and knowledge platforms	M&E and Knowledge Expert	Develop and operationalize digital MRV and knowledge hub (D11, D12, D13); design monitoring indicators, templates, and training materials; ensure reporting consistency for readiness and NDA dashboard	Remote / Oman
Gender and Social Inclusion Expert	UNIDO	Gender mainstreaming, stakeholder engagement, inclusivity metrics	Gender and Inclusion Specialist	Prepare Gender Action Plan and gender-responsive indicators; ensure inclusivity across all consultations and workshops (D1–D6, D8–D10); integrate gender analysis into investment frameworks and knowledge outputs	Remote / Oman
Finance and Administration Officer	UNIDO	Procurement, project finance, disbursement control	Finance / Admin Officer	Manage project budgeting, disbursements, procurement, and financial reporting; maintain audit-ready documentation; assist in preparation of expenditure reports and PMC management	UNIDO HQ / Oman
Professional Services – Firm	Independent / Contracted under UNIDO	Technical diagnostics, economic modelling, system development	Specialized Technical Firm	Provide analytical and IT services: design digital knowledge hub (D1), CPCU management system (D2), analytical modelling for Climate Investment Framework and Concept Notes (D5, D9), and fiduciary	Oman / Remote

				monitoring platform (D11)	
Short-term National Consultants (2–3)	Independent (EA Roster)	Sectoral analysis, policy research, stakeholder coordination	National Technical Experts	Conduct sectoral studies, contribute to gap analyses (D3, D4), organize validation workshops, and support drafting of investment and policy documents under EA supervision	Oman
Communication and Visibility Specialist	UNIDO / Local Firm	Outreach, communications, knowledge dissemination	Communication Officer / Firm	Design communication strategy, develop outreach materials, branding, and media coverage for key milestones and events (D1, D6, D8, D13)	Oman
IT and Digital Systems Support	UNIDO / Local Vendor	IT infrastructure, data systems, knowledge platforms	IT Systems Specialist	Procure and configure hardware/software for CPCU and Knowledge Hub; ensure security, maintenance, and interoperability with NDA digital systems (D1, D11, D12)	Oman

6.3 Fund flow arrangements

UNIDO, as the **Framework Agreement (FWA) holder and Implementing Partner**, will manage all fiduciary and financial operations of this readiness grant in accordance with its Financial Regulations and Rules and the provisions of the signed Framework Agreement with the GCF.

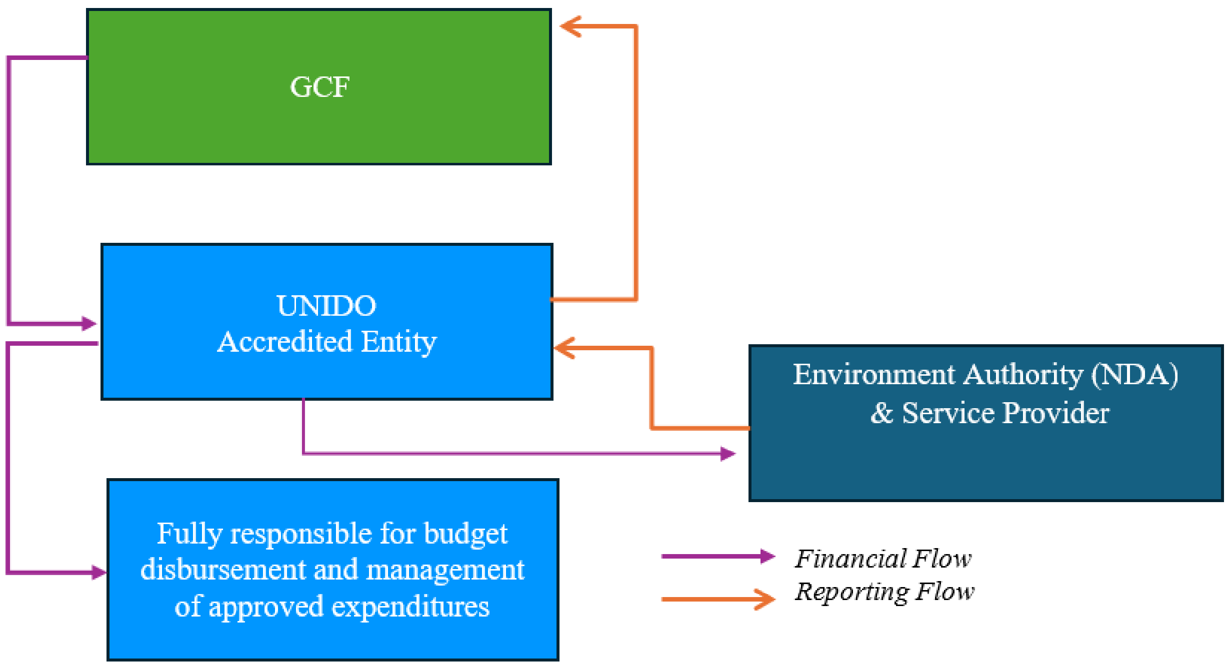
Flow of Funds

- GCF → UNIDO: The GCF Secretariat will transfer the approved readiness grant to UNIDO as the designated implementing partner. UNIDO will ensure transparent management, accounting, and reporting of all project funds (Figure 3).
- UNIDO → Project Activities in Oman: UNIDO will disburse funds to cover approved expenditures related to project implementation, including payments to international, national consultants and service providers engaged in Oman.
- UNIDO → Service Provider (Environment Authority): UNIDO will transfer funds to the Environment Authority, acting as the service provider, under a formal agreement that defines eligible activities, reporting requirements, and fiduciary procedures.

Oversight, Reporting, and Audit

UNIDO will provide annual **financial reports** and a **final certified statement of expenditure** at project closure. The Environment Authority will review and endorse these reports to ensure consistency with national priorities and ownership. All financial transactions will be subject to UNIDO's internal audit and external verification processes, in line with GCF Readiness grant requirements.

Figure 3: Fund and reporting flow structure between GCF, UNIDO, and the Environment Authority (NDA)



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 NDA/focal point, an agency designated for direct access, 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 six [6] 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 NDA/focal point or designated agency or FWA holder in case of direct access.

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 Auditor

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

In line with established UN financial reporting standards and the single audit principle, including provisions for evaluations and ad hoc checks, UNIDO will provide certified financial statements to ensure accurate financial monitoring.
January-December

☒ 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 NDA/focal point, a designated agency or a FWA holder.

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.

If the country is considering two programmes, please confirm under which programme the final evaluation cost will be included in the budget:

☒ The final evaluation cost is included in this programme.
☐ The final evaluation cost is included in the other programme.
☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.5 Sanctions and Restrictive Measures

There are **no United Nations Security Council (UNSC) restrictive measures** currently in force within the **Sultanate of Oman**, the sole beneficiary country of this readiness proposal.

7.6 Grievance Redress Mechanisms
a) NDA-Level Grievance Redress Mechanism Environment Authority: Ms. Maha Al-Balushi: Climate Change Specialist Environment Authority, Climate Affairs, Po.Box 232, Muscat, Oman Phone: +968 24404213_Email: maha.albalushi@ea.gov.om b) Accredited Entity (AE) GRM Contact Details United Nations Industrial Development Organization (UNIDO) Anonymous Online Reporting Tool: Link c) Accessing the GCF IRM: Complaints can be submitted via email at irm@gcfund.org. More details on the process can be found at https://irm.greenclimate.fund.

8. Budget

8.1 Budget
Refer to the Excel file Download template
Budget source Of the total amount requested under this proposal, please outline how much is requested from the country window and how much from NAP origination or implementation, if applicable ☒ Country window: Insert amount requested out of the TOTAL AMOUNT REQUESTED $2,293,213 ☐ NAP Origination: Insert amount requested out of the TOTAL AMOUNT REQUESTED N/A ☐ NAP Implementation: Insert amount requested out of the TOTAL AMOUNT REQUESTED N/A **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 readiness programme will strengthen Oman's institutional capacity to plan, coordinate, and mobilize climate finance by embedding lasting skills, systems, and tools within the Environment Authority (NDA) and its partner institutions. The strategy rests on three interconnected pillars: capacity-building and institutionalization, integration into national systems, and sustainability mechanisms—ensuring that temporary technical assistance results in enduring institutional transformation. Under the first pillar, the programme will provide targeted training for NDA and CPCU staff, sectoral ministries, and financial institutions on climate-finance governance, project appraisal, fiduciary management, and results-based reporting. Practical sessions will focus on operationalizing NDC, NAP, and LTS priorities and aligning them with investment frameworks. Hands-on coaching will build technical competence in concept-note preparation, gender mainstreaming, and MRV reporting, complemented by training on the use of the new digital Climate Knowledge Hub. The programme will also produce essential operational tools for daily use, including a project-screening and prioritization tool for climate investments; operational manuals and coordination templates for project management and reporting; a Climate Investment Framework and Financing Strategy model integrating public, private, and concessional instruments; digital MRV templates and dashboards for standardized monitoring; and a Gender Action Plan toolkit to ensure inclusivity. All materials will be co-developed with the Environment Authority and delivered in Arabic and English, ensuring contextual relevance. Each participating institution will designate focal points to replicate training internally, strengthening ownership and continuity. The second pillar embeds these capacities within national systems. The newly established Country Platform Coordination Unit (CPCU) will serve as the permanent coordination and knowledge entity within the Environment Authority, linking ministries, financial institutions, and development partners. The Climate Investment Framework and its financing strategy will be integrated into Oman's policy and budgeting processes. Operational manuals, fiduciary procedures, and reporting templates will be officially endorsed and incorporated into the Environment Authority's standard operating systems, ensuring sustained application of improved practices and reduced reliance on external support. The third pillar ensures sustainability through institutional ownership and continuous learning. A train-the-trainer approach will enable selected NDA and CPCU staff to cascade knowledge to peers. Training resources and guidelines will be consolidated in the Climate Knowledge Hub, serving as a national repository for data, learning materials, and investment tools. The CPCU will regularly organize peer-learning events, technical exchanges, and South–South cooperation workshops to share Oman's experience and integrate regional best practices. In the long term, the CPCU's establishment and the integration of the Climate Investment Framework will enable Oman to maintain a self-reliant climate-finance architecture. The combination of personnel trained, validated systems, and digital knowledge platforms will allow the country to systematically access and manage climate finance, attract private co-investment, and sustain continuous pipeline development. This institutionalization ensures that readiness outcomes evolve into permanent national capabilities, fully aligned with Oman Vision 2040 and the Net-Zero 2050 Strategy.

9.2 Readiness Programme Closure

All project assets will be handed over to the Government of Oman at the end of the project, in line with UNIDO procedures to ensure national ownership and continued use.