Readiness and Preparatory Support

Direct Access Proposal Template

DAE Support Window

Proposal title

Strengthening EIF's Institutional and Programming Capacity to Scale Climate Finance and Deliver Transformative Projects in Namibia (37210)

Direct Access Entity

Environmental Investment Fund

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

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

How to complete this template?

This proposal template is designed for Direct Access by Direct Access Entities (DAEs) for the DAE Support Window.

To assist with completing this proposal template, the GCF provides the following guiding documents available on the GCF website:

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

If the DAE opts for the Direct Access option under the DAE window[1], there is no need to complete the FMCA questionnaire, as accreditation already verifies the entity's financial capacity.

While this template allows DAEs to prepare the direct access proposal offline, please note that all information must be entered and officially submitted through the online submission platform in the **GCF Partner Portal**.

How to get support to complete this template?

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

[1] Within the DAE window, funding is provided to assist accredited DAEs as well as candidate DAEs in the advanced stages of the accreditation process. For candidate DAEs, this refers to the stage of resolving outstanding accreditation conditions subsequent to the Board's approval of accreditation.

Proposal Details

Title of the Direct Access Proposal

Strengthening EIF's Institutional and Programming Capacity to Scale Climate Finance and Deliver Transformative Projects in Namibia

Total Approved Amount (in USD)

$1,000,000

Implementation Period (in months)

24 months

Country Information

☐ Single DAE

☐ Multi-DAE

Lead DAE

Environmental Investment Fund

Contact person

Mr. Benedict Libanda

Position

Chief Executive Officer

Email

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Additional email addresses that need to be copied in correspondences

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Type of Access

● Direct Access by DAE

Participating DAE Information

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

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

1. Summary of the proposal

The proposed readiness project seeks to strengthen the EIF" institutional, technical, and operational capacities to access, manage, and scale climate finance. With a total budget of USD 1 million and an implementation period of 24 months, the project aligns with GCF Readiness Outcomes 1.3, 2.2, 2.3, and 3.2. It directly supports EIF's pathway toward an expanded GCF accreditation scope under GCF's Revised Accreditation Framework (RAF) by addressing key institutional gaps in fiduciary management, environmental and social safeguards, gender equality, and monitoring and evaluation (M&E). These reforms will strengthen EIF's positioning as Namibia's national climate finance vehicle and enhance its ability to deliver larger, higher-impact climate projects consistent with the country's NDCs and NAPs.

The readiness support responds directly to institutional and operational barriers that continue to limit EIF's effectiveness as a Direct Access Entity. Key challenges include outdated fiduciary and safeguards frameworks, limited in-house expertise in advanced project development, weak systems for monitoring and evaluation, and insufficient capacity for mobilizing diverse climate finance sources. These gaps were identified during the GCF ad-hoc mission to EIF in July 2023 and further highlighted during a capacity assessment on EIF conducted by the University of Namibia (UNAM). These assessments recommended strengthening institutional systems, policy coherence, and staff capacity to enhance the quality and timeliness of project delivery, including GCF projects. Building on these findings, the readiness project seeks to consolidate EIF's role as Namibia's national climate finance vehicle by addressing structural, technical, and human resource constraints that affect its ability to program, manage, and scale climate finance effectively.

The project is structured around four interlinked goals:

First, it will upgrade EIF's policy framework by revising seven core institutional policies (Environmental and Social Safeguards, Gender, AML/CFT, Grievance, Risk, SEAH, Grant Management and M&E) and developing a Climate Finance Mobilisation Plan to guide long-term resource mobilisation.

Second, it will enhance EIF's programming and proposal development capacity through structured training on GCF modalities, project origination, and the development of at least three concept notes for future submission to the GCF. These interventions will reduce EIF's dependence on external consultants and build a stronger in-house capability to develop high-quality, country-driven projects aligned with GCF investment criteria.

Third, the readiness support will strengthen EIF's financial management, M&E, risk, and oversight systems by updating operational manuals, developing a comprehensive risk management framework, and deploying a web-based project management and M&E system. The new system will support real-time tracking of assets, project performance, budget monitoring, and ESS compliance aligned with both GCF and national fiduciary standards.

Finally, the project will establish robust knowledge management and peer-learning mechanisms to consolidate

lessons from past GCF-funded initiatives and facilitate South-South exchanges with other DAEs. These efforts will help institutionalise adaptive management and continuous learning across EIF's operations.
Collectively, these interventions are expected to position EIF as a stronger, more versatile Direct Access Entity capable of mobilising and managing larger volumes of climate finance for Namibia. The readiness will expand EIF's engagement beyond GCF to other partners such as the Adaptation Fund, the private sector, and emerging mechanisms like the Fund for Responding to Loss and Damage. The upgraded systems, policies, and institutional capacities delivered through this readiness will anchor EIF's transformation into a more efficient and responsive climate finance entity. Likewise, the strengthened framework will expand the quality and scale of EIF's climate portfolio, catalyse national access to international climate finance, and drive investments that advance Namibia's long-term climate resilience and sustainable development objectives.

2. DAE Context

Guidance

This section provides an overview o– the DAE context, including institutional capacity and accreditation status, priority areas for funding by the GCF and programming capacity. It also highlights the DAE's key challenges, pipeline as well as readiness needs and stakeholder engagement.

2.1 Institutional Context and Accreditation Track

Project/programme size

- Micro

Environmental & social risk category

- Category C

Financing modalities

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

EIF Accreditation Scope and Scale

The Environmental Investment Fund of Namibia (EIF) was accredited by the Green Climate Fund (GCF) on 7 July 2015 and subsequently re-accredited on 7 October 2021 for a five-year term (2023–2028). Under the GCF's fit-for-purpose approach, the EIF is accredited as a national Direct Access Entity (DAE) with the following parameters:

- Project size: Micro – up to USD 10 million per project.
- Environmental & social risk: Category C / Intermediation 3 (minimal or no adverse risk).
- Fiduciary functions: Basic Standards, Project Management and Grant award/funding allocation mechanisms.

This accreditation enables EIF to directly access and manage GCF climate finance for small-scale, low-risk adaptation and mitigation projects aligned with Namibia's national priorities.

EIF Institutional Context

The EIF, established under the Environmental Investment Fund Act No. 13 of 2001, is a state-owned enterprise mandated to mobilise and manage environmental and climate finance in Namibia. As a Direct Access Entity, EIF:

- Channels GCF resources to national climate-resilient projects.
- Strengthens institutional capacity and country ownership of climate finance.
- Partners with government ministries, local institutions, and development partners to implement adaptation programmes.

EIF's governance and operational systems covering fiduciary, environmental, social, and gender safeguards meet GCF standards, positioning it as Namibia's leading vehicle for direct climate finance access.

Accreditation stage

- Negotiation Finalized

Not applicable. There are no outstanding accreditation condition precedents for EIF.
The Accreditation Master Agreement (AMA) is signed (15 September 2022) and effective (10 May 2023).

2.2 Entity Climate Priorities and Programming Capacity

The Environmental Investment Fund (EIF) of Namibia positions climate resilience, sustainable natural resource management, and green economy transformation as its central programming priorities. The Fund's climate agenda is anchored in four strategic themes: proactive financial resource mobilization, sustainable management and use of natural resources, institutional excellence, and a skilled workforce. EIF aims to catalyze investment in renewable energy, biodiversity protection, sustainable land and water management, and climate adaptation initiatives aligned with Namibia's Nationally Determined Contributions (NDCs). It also seeks to expand the national green economy through blended finance instruments that attract both public and private capital toward climate-smart investments.

EIF's programming capacity reflects its dual role as both a financier and implementing entity for climate and environmental projects. The Fund has managed over N$1.7 billion (USD 100 million) in project investments, having supported more than 250 environmental projects nationwide. Its institutional setup, comprising a Programming and Portfolio Management Department with specialists in climate finance, M&E, gender, and environmental and social safeguards, enables it to design, implement, and monitor complex climate initiatives. The Fund's strong fiduciary and governance frameworks, guided by Namibian legislation and GCF accreditation standards, position it to serve as a national climate finance vehicle capable of managing large-scale adaptation and mitigation programs.

Despite its substantial achievements over the years, EIF has some key operational gaps such as limited specialist skills in structuring blended finance, weak partnerships, and insufficient ICT systems for project tracking and reporting. The Fund's medium-term strategy emphasizes strengthening institutional systems, upgrading operational manuals, and expanding partnerships with domestic and international actors to diversify funding beyond traditional donors. Leveraging tailored capacity building initiatives such as those presented under the GCF DAE Readiness, EIF seeks to position itself as a regional leader in climate finance, capable of mobilizing investments across emerging sectors such as green hydrogen, carbon markets, and climate-resilient agriculture, thereby accelerating Namibia's transition toward a sustainable, low-carbon future.

2.3 Past and Ongoing Readiness Grants (GCF and non-GCF) and PPF support

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

GCF Readiness and PPF Activities

Title & Reference Number	Start and End Dates	Amount Approved	Status	Objectives	Key Outcomes & Results	Complementarity with the readiness proposal
Strengthening National Designated Authorities, Strategic framework for engagement with the Fund and Support of accreditation of local institutions. - NAM-RS-002	14 Feb 2018 - 29 Dec 2020	219,756.5	Completed	The NDA in collaboration with the delivery partner, which is the Environmental Investment Fund of Namibia (EIF), plans to use the requested grant to fill some of the identified Gaps and shortcomings at the NDA which impede the NDA's ability to address the impact of climate change effectively in the country. Three key areas of improvement have been singled out i.e. strengthening of the NDA institutional capacity; develop strategic frame- work for engagement with the GCF, including the preparation of country programmes; and provision of effective support for accreditation to aspiring national institutions.	a) Country capacity strengthened: NDA/focal point lead effective coordination mechanism; No objection procedure established and implemented. b) Stakeholders engaged in consultative process: Country programmes, including adaptation priorities developed and continuously updated; Stakeholder consultations conducted with equal representation of women. c) Direct access realized: Funding proposals through enhanced direct access modality approved. d) Access to finance: Structured dialogue between the NDA/Accredited Entities and the GCF Secretariat organized. e) Private sector mobilization: Private sector engaged in country consultative process.	This readiness proposal will benefit from enhanced NDA capacity and receive competent support on GCF guidelines
EDA: Increasing Climate Change Resilience of Tourism-Reliant Communities in Namibia and	24 Mar 2017 - 31 Oct 2018	323,155.56	Completed	To strengthen Namibia's CBNRM EDA tourism proposal and to build EIF's institutional capacity. Strengthening	a) Climate change adaptation mainstreamed into tourism related policy instruments and public-private partnerships b) Increased adaptive capacity to climate	NAM-RS-001 provided EIF with hands-on experience in implementation of GCF Readiness grants. The challenges, lessons learned and

Strengthening Institutional Capacities of the EIF as an accredited entity - NAM-RS-001				AE's gender, environmental and social safeguards policies.	change and disaster risks of tourism-reliant communities within CBNRM areas	implementation insights have informed the development of this readiness application. For instance, the institutional capacity building.
Green, Resilient Recovery Rapid Readiness Support in Namibia - NAM-RS-004	19 July 2022 - 18 Aug 2023	236,306	Completed	Strengthen NDA's capacity in developing strategic framework and enhancing its coordination for green COVID-19 response and recovery plans and programmes Support the NDA in developing a strategic framework and enahancing its coordination capacity to ensure that COVID-19 response and recovery plans and programmes will contribute to or even accelerate national climate change targets and global commitments. To support the feasibility study on the three (3) green valleys as identified in the Green Hydrogen Strategy (GHS)	GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectoral expertise and enhance enabling environments for GCF programming	The challenges, lessons learned and implementation insights have informed the development of this readiness application.
Developing key legislation, regulation, policies and concept notes for climate action in Namibia - NAM-RS-005	28 Aug 2023 - 27 Feb 2026	500,000	Disbursed	To build capacity of the NDA, the Performance Delivery Unit (PDU) and the National Planning Commission (NPC) under the Office of the President, on climate finance coordination mechanisms; and to improve the regulatory and institutional frameworks needed to provide the necessary umbrella to promote green investment in the priority areas identified in the Country Program The proposed Readiness Support will be used to enhance human and technical capacity of the PDU and NPC, strengthen the	a) Country NDAs or focal points and the support network strengthen systems that enable them to fulfill their roles, responsibilities and policy requirements are operational and effective. b) GCF recipient countries have developed or enhanced strategic frameworks to address policy gaps, improve sectorial expertise, and enhance enabling environments for GCF programming in low-emission investment. c) An increase in the number of quality project concept notes	NAM-RS-005 is currently under implementation. The project is expected to benefit from the results of this readiness project through improved project management, ESS, gender, and M&E reporting.

				enabling environment for initiatives that will enable Namibia to increase momentum and commence action on climate change strategic plans and facilitate availability of up-to-date information to inform developments in the green hydrogen sub-sector.	developed and submitted that target SIDS, LDCs and African states.	
Support for Accreditation of Direct Access Entities in Namibia - NAM-RS-006	18 Aug 2023 - 17 Aug 2024	286,500	Disbursed	To increase Namibia's access to climate finance for achievement of its Nationally Determined Contribution (NDC) ambition through strengthening capacities of local institutions that can serve as Direct Access Entities (DAEs) for Green Climate Fund and enhancing country ownership. Specifically, it aims to help four (4) potential DAEs to accelerate their accreditation process to the GCF and one Delivery Partner (DP) to also submit its application to GCF.	a) Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities b) Relevant country stakeholders (which may include executing entities, civil society organizations and private sector) have established adequate capacity, systems and networks to support the planning, programming and implementation of GCF-funded activities.	NAM-RS-006 is currently under implementation. The project is expected to benefit from the results of this readiness project through improved project management, ESS, gender, and M&E reporting.
Enhancing resilience and adaptive capacity of urban and peri-urban communities to the impact of climate change through urban and peri-urban food systems in Namibia - PPF098	27 Aug 2025 - 26 Nov 2026	585,649	Disbursed	The project aims to, i) strengthen institutional governance capacities to support urban and peri-urban food - production within local authorities, ii) improve urban household food production, iii) support urban and peri - urban agricultural enterprises create opportunities for employment and self-employment, iv) strengthen technical capacity of communities to implement climate smart agriculture measures, v) improve food value chains. The project seeks to achieve these through the	Enhance the resilience and adaptive capacity of urban and peri-urban communities to the impact of climate change through urban and peri-urban food systems in Namibia	The PPF098 is currently under implementation. It is expected to benefit from improved project management and reporting gained from this readiness.

operationalization of a grant facility which will foster transition towards climate-resilient food production systems in urban and peri-urban areas; and the establishment of an innovative and sustainable financing facility

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

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

2.4 Past and Ongoing Funded Activity Implementation and Project Pipeline

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

GCF Funded Activities

Project Title	Status	Amount	Details	Complementarity with the readiness proposal
Climate Resilient Agriculture in three of the Vulnerable Extreme northern crop growing regions (CRAVE) - FP023	Approved	9,500,000	The CRAVE project aims to reduce the rural human population's vulnerability and food insecurity to climate risks and threats while increasing the adaptive capacity, well-being and resilience of the vulnerable small-scale farming communities in crop production landscapes in Namibia. a) Strengthened the adaptive capacity, scale up adoption of effective coping mechanisms and measures, and implement on-the-ground adaptation actions and practices that assist vulnerable subsistence farmers in reducing vulnerabilities to climate change, erratic weather patterns, seasonal rainfall shifts, heat and drought. b) Provided rural crop farmers with alternative sustainable access to off-grid solar energy technologies (water pumping for small-scale micro horticultural systems and refrigeration for harvested food) and reduce the dependency on increasingly expensive (and environmentally unfriendly) imported fuels by promoting solar water pumping in the agricultural sector.	FP023 provided EIF with hands on experience in implementation of GCF project. The challenges, lessons learned and implementation insights have informed the development of this readiness application. For instance lapses in project monitoring in FP023 will be addressed through the readiness.
Enpower to Adapt: Creating Climate-Change Resilient Livelihoods through Community-Based Natural Resource Management (CBNRM) in Namibia - FP024	Approved	10,000,000	The project aims to increase the climate resilience of at least 15,000 direct and an estimated 61,000 indirect beneficiaries and improve management on an area of 7,200,000 hectares in Namibia. It consists of two complementary components that will empower rural CBNRM communities to respond to climate change regarding awareness, adaptive capacity and low-carbon rural development.	FP024 provided EIF with hands on experience in implementation of GCF project. The challenges, lesson learned and implementation insights have informed the development of this readiness application.
Improving rangeland and ecosystem management practices of smallholder farmers under conditions of climate change in Sesfontein, Fransfontein,	Approved	9,300,000	The project addresses the vulnerability of smallholder farmers to prolonged drought periods. It aims to improve knowledge and understanding of climate change impacts among stakeholders, develop a community-based early warning system to reduce	SAP001 is currently under implementation. The project is expected to benefit from the results of this

and Warmquelle areas of the Republic of Namibia - SAP001			climate risks, and an action research approach linking traditional and scientific knowledge through the use of seasonal forecasts. It involves three complementary components that will empower smallholder farmers to respond to climate change in terms of awareness, adaptive capacity and climate-resilient development.	readiness project through improved project management, ESS, gender, and M&E reporting.
Building resilience of communities living in landscapes threatened under climate change through an ecosystems-based adaptation approach - SAP006	Approved	8,904,000	The project in Namibia aims to enhance climate resilience for rural communities that rely heavily on natural resources for their livelihoods. The project will use large-scale Ecosystem-based Adaptation (EbA) as a cost-effective method to restore ecosystems and support community-based adaptation actions in eight large landscapes. The project builds on the successful Community Development and Knowledge Management for the Satoyama (COMDEKS) Programme	SAP006 is currently under implementation. The project is expected to benefit from the results of this readiness project through improved project management, ESS, gender, and M&E reporting.

2.5 Challenges, Gaps, and Barriers

Problem Statement

- The Environmental Investment Fund (EIF) of Namibia was accredited by the GCF in 2016 as the country's only Direct Access Entity (DAE). Since then, EIF has demonstrated commendable leadership in implementing climate adaptation initiatives, with a portfolio of four completed and ongoing GCF-funded projects totalling USD 37.7 million. Despite these achievements, assessments, including a GCF-led ad hoc mission in July 2023, the remediation grant-supported M&E review, the recently conducted capacity assessment undertaken by the University of Namibia (UNAM) on EIF's capacities, as well as the Independent Proactive Integrity Review (Audit), revealed some institutional and operational weaknesses limiting EIF's ability to deliver high-impact, scalable climate finance interventions. Key gaps identified include outdated project governance frameworks, weak financial oversight, and inefficiencies in risk management and M&E processes to support efficient project delivery and monitoring. These structural constraints restrict EIF's ability to upgrade its accreditation scope beyond micro projects and limit its agility in responding to emerging implementation challenges.
- With increasing demand for transformative climate solutions and Namibia's heightened vulnerability to climate impacts, especially in drought-prone and resource-dependent communities, EIF requires targeted readiness support to strengthen its fiduciary, Environmental and Social Safeguards (ESS), and programming capacities. The readiness grant will address these institutional and operational bottlenecks by supporting policy reform, capacity building, pipeline development, and the implementation of improved financial, M&E and risk management systems. This support is essential for enabling EIF to align with GCF's upgraded accreditation requirements, reduce dependency on external consultants, and sustainably deliver climate finance at scale in line with Namibia's NDC and climate-resilient development goals.

Barriers:

- EIF has identified the following barriers hindering its ability to effectively program climate finance.

Barrier 1: Outdated or Insufficient Policy Framework, strategies, tools/toolkits and systems
EIF's policies and manuals on ESS, Gender, AML/CFT, Grievance, Procurement, Project & Grant Management, Finance & Accounting, and M&E are not fully aligned with GCF's updated accreditation standards, requiring revision and strengthening.
How the Barrier will be addressed:
To align with the updated GCF accreditation standards and the newly approved GCF Accreditation Framework adopted at B.42, the readiness support will enable EIF to assess and revise its institutional policies and manuals, including those on ESS, Gender, AML/CFT, Grievance Redress Mechanisms, Procurement, Project & Grant Management, Finance & Accounting, and M&E. The revised policies and manuals will be complemented by targeted staff training on the new policies as well as compliance with GCF legal frameworks, such as the AMA and FAA.
Building on these reforms, EIF will formally apply for an expanded accreditation scope, both in project size and ESS category, in line with the Revised Accreditation Framework direction. To ensure strategic coherence and sustainability, the readiness will also support the development of a Climate Change Strategy, a Stakeholder Engagement Plan and a Climate Finance Mobilisation Plan.

Barrier 2: Limited In-house Proposal Development Capacity
EIF currently relies heavily on external consultants to prepare GCF concept notes and funding proposals due to limited in-house expertise in climate project design and alignment with GCF requirements. This dependency weakens institutional ownership, limits knowledge retention, and constrains EIF's ability to independently develop a strong, strategic pipeline aligned with Namibia's climate priorities and the GCF's investment criteria.
How the Barrier will be addressed:

The readiness will build EIF's internal capacity through targeted training on GCF financing modalities, project cycles, and proposal development, supported by toolkits and practical workshops. Staff will be equipped to develop Theories of Change, articulate climate rationale, and integrate gender and ESS considerations. The project will also support the development of a project pipeline and advance at least three concept notes, reducing reliance on consultants and enhancing EIF's ability to independently deliver high-quality GCF proposals. These capacity gains will be sustained through a train-the-trainer model, onboarding toolkits and staff training plans linked to performance contracting, ensuring long-term retention and continuity even in the event of staff turnover.

Barrier 3: Weak Financial Management, M&E and Risk Control Systems
EIF faces systemic weaknesses in its financial management, budgeting, and project oversight mechanisms, resulting in delays, inefficiencies, and compliance risks during implementation. Lapses in financial reporting and budgeting practices, coupled with the absence of a comprehensive risk management framework and limited adaptive management capacity as well as M&E capacity, hinder effective project delivery and undermine fiduciary accountability. These challenges compromise EIF's ability to meet GCF standards and to efficiently implement and scale climate finance programmes.
How the Barrier will be addressed:
This barrier will be addressed under Outcome 2.3 through targeted capacity building on M&E, financial management, budgeting, and reporting, supported by thematic consultants to ensure knowledge transfer. EIF will implement a web-based project management system and asset registration system to strengthen oversight and data tracking. A comprehensive risk management framework will be developed, alongside staff training on risk assessment and application of the GCF IRMF, enabling more effective financial control and adaptive project management.

Barrier 4: Weak Knowledge Management and Regional Collaboration
EIF's systems for capturing, analysing, and applying lessons learned from its GCF portfolio remain underdeveloped, limiting institutional learning and continuous improvement. The absence of structured knowledge management processes constrains the ability to document best practices, replicate successful models, and adapt programming based on past implementation experiences. Additionally, EIF's limited engagement in peer-to-peer exchanges and regional cooperation hampers the sharing of insights and uptake of innovations from other DAEs and climate finance institutions.
How the Barrier Will Be Addressed:
The readiness project will address this under Outcome 3.2 by commissioning a lessons learned study to assess the effectiveness of EIF's past and ongoing GCF-funded projects and identify actionable insights for future programming. To strengthen regional collaboration, the project will facilitate peer-to-peer learning activities with other DAEs, enabling EIF to exchange knowledge, adopt best practices, and contribute more actively to South-South cooperation on climate finance. These interventions will enhance institutional memory, promote continuous learning, and improve the overall quality and impact of EIF's climate finance programming.

2.6 Stakeholder Engagement

Stakeholder consultations were conducted during the GCF ad hoc mission in 2023 and through follow-up training events in 2023 and 2024, involving EIF project managers, finance staff, the National Designated Authority (NDA), key government ministries, and community representatives. Given that the primary objective of this application is institutional strengthening and capacity building of the Environmental Investment Fund (EIF), the NDA has been actively engaged, consulted, and informed throughout the process, and has requested to be kept updated on the application's progress.

The NDA typically reviews EIF's programming activities prior to submission to the Green Climate Fund (GCF) and plays a central role in shaping EIF's strategic direction through its representation on the Board of Directors and the Technical Advisory Panel (TAP). Further stakeholder engagement will continue during implementation through continuous feedback mechanisms.

2.7 Specific Readiness Needs

Based on comprehensive needs assessments conducted by the University of Namibia (UNAM), the Independent Proactive Integrity Review (Audit), and GCF's observations and recommendations from the ad-hoc mission to EIF carried out in July 2023, the following readiness needs have been identified.

- Need 1: Strengthen EIF's Policy Framework in line with the GCF Revised Accreditation Framework

Conduct a comprehensive review, revision and update of key institutional policies and manuals, including Environmental and Social Safeguards (ESS), Gender, AML/CFT, Grievance, Project & Grant Management, Procurement, Finance & Accounting and M&E, to align with GCF's updated accreditation standards and allow EIF to develop and implement GCF funding beyond the current Micro and ESS Category C in line with the GCF's Revised Accreditation Framework (RAF) and International standards. In a bid to strengthen EIF position in mobilizing and implementing climate action in Namibia, a climate finance mobilization plan will also be developed to position EIF to mobilize funding beyond GCF from other climate finance institutions such as the Adaptation Fund and Fund for Responding to Loss and Damage (FRLD).

- Need 2: Enhance EIF's Programming and Proposal Development Capacity

Build internal expertise to independently develop high-quality concept notes and funding proposals through targeted training, toolkits, and hands-on support, reducing reliance on external consultants and aligning project design with GCF investment criteria and national priorities.

- Need 3: Improve Financial Management, Oversight, M&E and Risk Management Systems

Strengthen EIF's financial controls, reporting systems, M&E and project oversight mechanisms through capacity building, deployment of a project management system, and establishment of a risk management framework aligned with GCF requirements.

- Need 4: Strengthen Knowledge Management and Regional Collaboration

Improve institutional learning by capturing lessons from past GCF -funded projects and promoting peer-to-peer exchanges with other DAEs, fostering continuous improvement, innovation, and regional cooperation in climate finance programming.

3. Statement of Objectives

Guidance

This section aims to clearly define the objectives and scope of readiness support being sought. It outlines: (1) the anticipated impact of readiness support to establish and advance DAEs' capacities to effectively programme, implement and report on GCF-funded activities, as well as broader climate finance, and (2) specific areas of readiness support required, addressing capacity gaps and aligning with the objectives and outcomes of the 2024-2027 readiness strategy.

3.1 Objectives of the Readiness Support

The readiness support aims to strengthen EIF's institutional, technical, and operational capacities to meet the evolving requirements of the GCF, enhance its programming effectiveness. In doing so, the readiness will enable EIF to more effectively mobilise climate finance from the GCF and other international sources to support the implementation of Namibia's climate objectives, as outlined in its Nationally Determined Contributions (NDCs) and broader climate-resilient development goals. Drawing on lessons from past projects and aligned with national priorities, the readiness will support EIF to deepen institutional reforms, improve internal systems and processes, and build a responsive and strategic project pipeline.

Objective 1. Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment

☐ 1.1. Developing countries, through NDAs or focal points, have enhanced capacity to fulfil their roles, responsibilities and policy requirements, including coordination mechanisms to engage relevant stakeholders to develop, advance, and implement NDCs, NAPs and LTSs.

☐ 1.2. Developing countries design and implement strategic frameworks (including NDC/NAP/LTS), policies and instruments, including climate investment plans, to create enabling environments for integrated climate investments.

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

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

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

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

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

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

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

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

3.2 Anticipated Impact on Direct Access Entity Climate Programming and Implementation Capacity

When successfully implemented, EIF expects the following impacts and benefits to be realized from the Readiness project:

1. Enhancing Climate Programming and Strategic Planning

The readiness support is expected to significantly strengthen EIF's ability to develop and deliver climate programming that is aligned with Namibia's national priorities. Through the development of a Climate Change Strategy Plan and a Climate Finance Resource Mobilization Plan, for instance, EIF will gain a coherent, forward-looking framework to guide its engagement across sectors and stakeholders. These strategic documents will not only anchor EIF's programming in Namibia's climate policy landscape, including its updated NDCs, but will also introduce structured approaches to prioritize and package bankable climate projects. As a result, EIF will be better positioned to design and implement impactful climate interventions that contribute meaningfully to national adaptation and mitigation targets.

2. Diversification of Funding Sources and Enhanced Resource Mobilization

A major outcome of the readiness support is EIF's increased capacity to access and mobilize climate finance from both traditional and emerging sources. Beyond building internal technical expertise in GCF programming, the readiness activities explicitly aim to diversify EIF's funding base by equipping the institution to engage with other mechanisms such as the Adaptation Fund, the Fund for Responding to Loss and Damage (FRLD), and private-sector climate investors. Activities such as developing a Climate Change Strategy, Climate Finance Mobilization plan and mapping actors and opportunities in adaptation finance will allow EIF to bridge the existing disconnect between adaptation needs and private capital flows, thereby unlocking new financing partnerships. This expanded financing horizon will reduce overreliance on GCF and enhance the resilience and scale of EIF's climate portfolio.

3. Strengthening Project Implementation through Institutional Reforms

The readiness support will catalyze institutional reforms that strengthen EIF's performance and accountability as a Direct Access Entity. By updating core corporate policies, such as Environmental and Social Safeguards, Gender, SEAH, Risk, and M&E, and embedding them into EIF's operational framework, the grant will directly contribute to enhancing EIF's accreditation standing and project delivery capacity. Furthermore, the deployment of a web-based project management, ESS and M&E system, coupled with tailored toolkits and capacity-building interventions, will ensure consistent standards, leading to improved reporting, and promote institutional learning. Consequently, these foundational improvements will enable EIF to implement larger, more complex projects, including those with moderate to high ESS risks, and scale its role as a national climate finance vehicle in Namibia.

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**.

IF the readiness project strengthens EIF's institutional framework through policy and accreditation systems upgrades, enhances in-house capacity to develop GCF-aligned concept notes and proposals, improves financial and risk management systems, and establishes robust knowledge management and peer learning mechanisms, THEN EIF will be better equipped to independently access and manage larger volumes of climate finance to deliver high-impact, country-driven climate projects that benefit Namibia's vulnerable communities, government institutions, and national stakeholders, BECAUSE these interventions directly address critical institutional gaps in project origination, technical capacity, fiduciary oversight, and adaptive management.

The logic statement assumes that trained staff remain in place and EIF receives the necessary support from national counterparts such as the NDA. To mitigate risks such as delays in procurement of consultants or staff turnover, the project includes embedded technical support and institutionalizes reforms through updated policies, manuals, and web-based systems.

Scope and Methodology:
This readiness project aims to strengthen EIF's institutional and technical capacity to access, manage, and scale climate finance in alignment with GCF Readiness Outcomes 1.3, 2.2, 2.3, and 3.2. The scope includes upgrading EIF's internal systems, expanding its project development capabilities, and deepening its knowledge-sharing and regional collaboration efforts. These efforts are geared toward enabling EIF to mobilize greater volumes of climate finance, from GCF and other climate finance institutions such as the Adaptation Fund and Fund for Responding to Loss and Damage (FRLD) (Outcome 1.3), to better support Namibia's climate priorities as set out in its NDCs, National Adaptation Plans (NAPs) and long-term resilience strategies.
The methodology integrates institutional gaps assessments, targeted capacity building, policy and systems reform, and peer learning. Under Outcome 2.2, the readiness will strengthen EIF's programming capacity by delivering structured training on green taxonomy (green bonds issuance, agroforestry regulations etc.), GCF modalities, project origination, and proposal development. EIF staff will be equipped to independently prepare concept notes and funding proposals aligned with GCF investment criteria. This will be complemented by the development of a robust project pipeline and the advancement of at least three concept notes for submission to the GCF.
Under Outcome 2.3, the readiness will improve EIF's implementation systems through capacity building on green taxonomy (green bonds issuance, agroforestry regulations etc.), financial reporting, budgeting, and adaptive management. EIF will update key operational manuals and deploy a web-based project management system to support oversight, data management, and reporting. Additionally, a comprehensive risk management framework will be developed, with staff trained on risk identification and mitigation and results management using the GCF Integrated Results Management Framework (IRMF), enabling EIF to better comply with GCF's fiduciary and operational standards.
In line with Outcome 3.2, the project will enhance EIF's institutional learning and collaboration through the commissioning of a lessons learned study and the facilitation of peer-to-peer exchanges with other DAEs. These efforts will promote knowledge transfer, improve programming quality, and position EIF as an active contributor to South-South cooperation in climate finance. The project will be implemented directly by EIF, leveraging a combination of local and international consultants to ensure contextual relevance, technical depth, and sustained capacity transfer.

Beneficiaries
The direct beneficiaries of the envisaged targeted capacity-building activities are approximately 30–40 EIF staff in 2 key departments i.e. Finance (management accounting, financial accounting, taxation accounting, GCF accounting, and accounts payable/receivable) and Operations (Resource Mobilisation, Projects, M&E, Gender and ESS). Aiming for a balanced representation, a 50/50 gender split will be maintained across all trainings and learning initiatives.
Indirect beneficiaries comprise EIF Executive Committee, project implementers, government ministries, regional Designated Accredited Entities (DAEs) benefiting from peer learning, national partners, and civil society and community stakeholders. These groups will gain from EIF's enhanced capacity to manage and implement GCF projects, which will improve the design and delivery of climate initiatives and ensure better outcomes for vulnerable populations. Beneficiary data will be disaggregated by role, department, and gender wherever feasible.

4.2 Implementation Activities

Please list all proposed activities under their corresponding outputs. For each activity:

- Assign a unique identifier using the format aligned with the output (e.g., activities under Output 1.2.1 should be labelled as 1.2.1a, 1.2.1b, 1.2.1c, etc.).
- Ensure these activity labels match those referenced in the Financial Proposal to maintain consistency and traceability.
- Provide a clear and detailed description of each activity, specifying the exact actions that will be undertaken.

Objective 1. Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment

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

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

Activities

1-3-1.a. Activity 1.3.1a: Policy Gap Assessment, Updates, and Expanded Climate Finance Mobilization EIF will undertake a comprehensive institutional gap assessment, revise and update seven core corporate policies (Environmental and Social Safeguards (ESS), Gender, AML/CFT, Risk, Grievance, Sexual Exploitation, Abuse and Harassment (SEAH), and M&E) and 4 manuals (Finance and Accounting Manual, Procurement Manual, and Project & Grant Management Manual (PGMM)) to align with GCF's Revised Accreditation Framework (RAF) and International standards. Building on these reforms, capacity building support will be provided to EIF to develop and implement projects beyond micro projects and projects with a higher ESS category in line with the tenets of the Revised Accreditation Framework (RAF). To diversifying EIF's funding sources beyond GCF, the activity will also support EIF through capacity building to be able to mobilize funding from the Adaptation Fund and the newly established Fund for Responding to Loss and Damage (FRLD). The activity will be carried out during the first 6 months of the Readiness application to lay a strong institutional foundation for the subsequent activities. Its implementation will primarily comprise engaging a professional services firm to revise EIF's policy documents in line with the RAF and also conduct the capacity building in climate finance mobilization from GCF and non-GCF sources.
1-3-1.b. Activity 1.3.1b: Development of Climate Change Strategy, Climate Finance Resource Mobilisation Plan and Stakeholder Engagement Plan To ensure long-term strategic alignment and sustainability, EIF will develop a medium- to long-term Climate Change Strategy Plan, a Climate Finance Resource Mobilisation Plan, Stakeholder Engagement Plan and tracking tools. These plans will guide EIF's future programming and support its efforts to mobilise climate finance not only from the GCF but also from other local and international sources, including the Adaptation Fund and the Fund for Responding to Loss and Damage (FRLD). Staff will be trained on the operationalization of these strategies to ensure their integration into EIF's institutional framework and alignment with Namibia's broader climate finance objectives. A professional services firm will be engaged to lead the development of the strategy and plans in close coordination with EIF senior management and the NDA. This consultative approach will foster institutional ownership and stronger alignment with national priorities. The consultant will also design and facilitate a series of capacity-building sessions to embed the strategies institutionally and translate them into actionable steps, thereby ensuring they serve not just as guiding documents, but as practical tools to drive tangible outcomes in EIF's climate finance mobilisation efforts. Finally, the activity will include structured institutional stakeholder coordination mechanisms. Specifically, the readiness will support the convening of two multi-sectoral coordination meetings involving key government institutions, development partners, civil society, and private sector representatives. Also, annual coordination and progress update meetings with the NDA will be carried out to strengthen portfolio-level alignment and ongoing dialogue with the NDA.

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

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

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

Activities

2-2-1.a. Not Applicable

☐ 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 2.2.2a: Project Pipeline Development and Concept Note Submission EIF will develop a structured and prioritised pipeline of climate change projects sourced from Namibia's GCF country programme and aligned with the country's national climate policies, NDC targets, and sectoral adaptation and mitigation priorities. As part of this activity, EIF will identify and advance at least three high-quality Concept Notes for submission to the GCF. These CNs will integrate lessons from the capacity-building exercises and reflect strengthened institutional capabilities in proposal design, climate rationale, and cross-cutting theme integration. These new concept notes will be developed in a sequenced manner across the two-year implementation period. Their thematic areas will be identified through inclusive and participatory national stakeholder consultations to ensure alignment with national climate priorities and to enhance country ownership. EIF will maintain close coordination with the GCF Secretariat during implementation to ensure all developed concept notes align with the GCF's investment criteria and evolving pipeline prioritization.

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

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

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

Activities

2-3-1.a. Activity 2.3.1a: Conduct Foundational Training on Climate Finance, GCF Programming, and Legal Compliance EIF will deliver a series of capacity-building workshops to strengthen internal knowledge of climate finance principles, GCF's programming architecture, and the legal frameworks governing GCF engagement. The training will include modules covering climate change fundamentals, climate finance mobilisation strategies, and the full GCF programming cycle, including the preparation of Readiness Proposals, Concept Notes (CNs), Project Preparation Facility (PPF) requests, and Funding Proposals (FPs). In parallel, EIF staff will receive targeted training on GCF's legal documents, including the Accreditation Master Agreement (AMA), Funded Activity Agreement (FAA), and compliance requirements, enhancing the institution's ability to fulfil covenants and condition precedents, as well as to implement funded activities in line with GCF standards. The sessions will be supported by practical toolkits tailored to EIF's operating environment and will aim to institutionalise knowledge, reduce reliance on external consultants. A gender-balanced cohort of at least 30 EIF staff across operational departments will partake in the capacity-building sessions.

2-3-1.b. Activity 2.3.1b: Advanced Project Design and Thematic Integration Training Building on the foundational training, EIF will conduct a second tier of technical capacity-building workshops focused on advanced aspects of project design. This will include training on developing robust Theories of Change, articulating climate rationale, and aligning project interventions with the GCF's six investment criteria. Staff will also be trained in mainstreaming cross-cutting themes such as gender equality, environmental and social safeguards (ESS), and social inclusion. The training will introduce emerging thematic tools and approaches, such as green taxonomies, Payment for Ecosystem Services (PES), EbA, Nature-based solutions, and natural capital accounting, to enhance the strategic depth, policy relevance, and financing potential of EIF's project pipeline. Up to 30 participants will be selected from EIF's operation departments, maintaining a gender-balance across.
2-3-1.c. Activity 2.3.1c: Financial, M&E and Project Management Strengthening This activity will enhance EIF's capacity to implement and manage GCF-funded projects by upgrading its internal systems and operational manuals, including those related to finance, procurement, grant management, and programming. As part of the institutional reforms, EIF will develop a fit-for-purpose Monitoring and Evaluation (M&E) system to improve tracking, reporting, and learning across the project lifecycle. Additionally, tailored toolkits and operational guidance materials will be developed to institutionalize practices around Gender, Environmental and Social Safeguards (ESS), and Sexual Exploitation, Abuse and Harassment (SEAH) to ensure compliance with GCF policies and alignment with national frameworks. To ensure integrated implementation, a web-based project management platform will be deployed to support real-time performance tracking, budget management, and data visualization across EIF's project portfolio. The platform will include a dedicated module for Asset Registration and Tracking, monitoring ESS compliance in line with GCF and IFC Performance Standards. This module will automate the generation of quarterly and annual ESS reports to feed into EIF's annual reporting processes, enhancing transparency, accountability, and adaptive management. This system will be accompanied by comprehensive training programmes to build staff proficiency in areas such as financial management, budgeting, procurement, M&E, and project results management, all aligned with GCF's fiduciary standards and Integrated Results Management Framework (IRMF). To provide targeted and hands-on support, short-term Climate Financial Management Expert and M&E Expert will be engaged. These experts will work closely with EIF's accounting, finance, grant management and M&E teams to strengthen internal controls, ensure compliance with GCF policies, and operationalize the newly developed systems and toolkits.
2-3-1.d. Activity 2.3.1d: Compliance, Risk, and Safeguards Capacity Strengthening This activity will build EIF's institutional ability to manage project risks and ensure compliance with GCF's environmental, social, and gender standards. A comprehensive risk management framework will be developed and operationalised through staff training on risk identification, and mitigation. Parallel capacity-building workshops will strengthen staff understanding and integration of GCF Environmental and Social Safeguards (ESS), gender equality principles and SEAH safeguards in project implementation, and monitoring. The activity will enhance EIF's ability to deliver inclusive, risk-informed, and results-driven climate projects.

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

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

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

Activities

3-2-1.a. Activity 3.2.1a: Lessons Learned Study on GCF-Funded Activities in Namibia EIF will commission a structured lessons learned study to assess the effectiveness, efficiency, and impact of past GCF-funded initiatives in Namibia. The study will evaluate the projects performance, institutional arrangements, coordination mechanisms, and sustainability practices, with a focus on identifying operational challenges, success factors, and best practices. The findings will be synthesized into actionable recommendations and integrated into EIF's internal programming processes, policies, and training materials to inform the design of future climate finance projects. The study will also serve as a reference document for national stakeholders and development partners for programming climate finance in Namibia.
3-2-1.b. Activity 3.2.1b: Peer-to-Peer Learning with Regional DAEs EIF will facilitate targeted peer-to-peer learning exchanges with other Direct Access Entities (DAEs) from Africa and other developing regions to promote South-South cooperation and shared institutional growth. The specific modality of this activity will be determined during the project inception phase and may include structured virtual or in-person knowledge exchange sessions, participation in technical workshops, and collaborative dialogues focused on areas such as climate finance and GCF programming. The initiative will foster long-term partnerships with other DAEs, enhance EIF's access to proven tools and models, and strengthen its institutional capacity to deliver high-impact and coherent climate finance solutions. Other DAEs in the region, such as the Development Bank of Southern Africa (DBSA), Development Bank of Namibia (DBN), Ecobank Ghana, and the Africa Finance Corporation (AFC) will be considered. The final selection of DAE partners will be determined during the readiness implementation, taking into account their availability and willingness to collaborate. Informal discussions held with several DAEs during the recent GCF Regional Dialogue in Addis Ababa revealed strong interest from some institutions in partnering with EIF for knowledge-sharing, providing a solid foundation for meaningful and mutually beneficial exchanges. EIF staff will also participate in a regional, transboundary workshop focused on climate change adaptation and mitigation, including Community-Based Natural Resource Management (CBNRM) and other priority thematic areas. The workshop may be implemented in collaboration with partner institutions in the transboundary area, as part of EIF's South–South learning, peer exchange, and knowledge transfer initiatives.

4.3 Stakeholder Engagement Strategy

The readiness proposal was developed through extensive internal and external stakeholder consultations. Key project staff of past GCF projects were consulted to identify the needs and challenges experienced during the implementation of previous GCF project. Additional consultants with EIF's Senior Management helped shape the proposal to align the activities with EIF's institutional objectives. Beyond the internal consultations, Namibia's NDA was informed and consulted on the application to ensure alignment with Namibia's broader climate priorities. These consultations helped identify institutional capacity gaps, policy and system deficiencies, and operational barriers constraining EIF's effectiveness as a Direct Access Entity. The insights from the GCF ad-hoc mission held in July 2023 was also incorporated to ensure that the proposed interventions directly address the most pressing institutional challenges and opportunities for improvement.

During implementation, EIF will maintain inclusive and continuous stakeholder engagement to ensure transparency, responsiveness, and ownership. A dedicated Stakeholder Engagement Plan be developed from this readiness to guide this process, outlining roles, communication channels, and mechanisms for collecting and integrating feedback from government partners, the private sector, and civil society. Periodic stakeholder validation workshops and internal quarterly progress briefings will be conducted with the EIF's senior management and the NDA to review progress, share lessons, and refine activities as needed.

4.4 Risk Assessment and Mitigation measures

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

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

Risk Category	Specific risk(s) / Risk(s) description	Probability of occurrence	Impact level	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Financial	Delays in procurement and onboarding of consultants and technical service providers	Low	Medium	Applying EIF's roster-based engagement approach and ensure EIF's procurement procedures are carried out early.	EIF Readiness Management Team
Operational	Loss of key personnel due to staff attrition may disrupt project continuity, weaken institutional memory, and reduce EIF's internal capacity to deliver technical outputs on schedule.	Medium	High	Capacity-building activities under the project will institutionalize knowledge across departments, reducing reliance on individual staff. Clear documentation of processes and internal handover procedures will be enforced to preserve institutional memory.	EIF Readiness Management Team
Operational	Inadequate alignment with updated GCF standards	Low	High	Conduct early gap assessments and policy updates; implement capacity-building sessions.	EIF Compliance Officer
Financial	Risk of money-laundering, terrorist financing, or prohibited practices.	Low	High	The project will strictly follow EIF's anti-money laundering (AML) and counter-terrorism financing (CFT) policies. The staff training will also focus on compliance, while due diligence will be conducted for all transactions.	EIF Compliance Officer
Financial	Budget overruns or fund mismanagement	Low	Medium	Regular financial reporting, audits, and adherence to EIF's finance manual.	EIF Finance Unit

Political	Limited government support or misalignment with national priorities may affect the uptake and sustainability of EIF’s climate finance actions	Low	High	Strengthen continuous engagement with the NDA, line ministries, and national stakeholders through the stakeholder engagement plan under Activity 1.3.1b.	EIF Readiness Management Team

5. Logical Framework (output)

Guidance

Please complete the logical framework in the separate document.

Objective: Capacity-building for climate-finance coordination and setting up the enabling environment for integrated climate investment.

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

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

Indicator: Number of direct access applicants and accredited entities (DAEs) with capacity, systems, policies and tools that are compliant with GCF accreditation requirements.

Please provide the number of entities benefitted from the country window or DAE window

Unit: No. of Entities

Accreditation Support	Baseline	Target
Post-Accreditation Support	0	1

Expected Deliverables

☒ Status report on capacity building of direct access applicants and accredited entities to meet GCF accreditation requirements.

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

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

Output: 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	3

Expected Deliverables

☒ Concept Note and studies, assessment, reports, etc. to support the development of investment-grade Concept Notes.

☐ Funding Proposal and studies, assessment, reports, etc. to support the development of investment-grade Funding Proposals.

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

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

Indicator: Number of NDA and DAEs reporting enhanced processes and systems, knowledge and skills that advance their programme/project implementation, financial management, monitoring and reporting, and compliance with GCF standards and policies.

Please provide the number of NDAs/DAEs advancing their programme/project of GCF Funded Activities
Unit: No. of Entities

Institution Roles	Baseline	Target
DAE	0	1

Expected Deliverables

☒ Status report on capacity building of NDA and DAEs in the Country/Region in project/ program design, implementation and oversight.

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

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

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

Indicator: Number of regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established.

Please provide the number of regional, multi-regional, South-South partnerships established or strengthened
Unit: No. of Regional Partnerships

Effectiveness Status	Baseline	Target
Establish	0	1

Expected Deliverables

☒ Status report on the regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms promoted by the Country or Region.

6. Implementation Arrangements

6.1.1 Partnering under Direct Access

The Environmental Investment Fund (EIF) of Namibia, in its capacity as a GCF Direct Access Entity (DAE), will implement the Readiness grant directly under the Direct Access modality. EIF will sign the grant agreement with the GCF and assume full fiduciary and project oversight responsibilities for the implementation of this readiness support.

Strategic Oversight
Strategic oversight of the readiness grant will be exercised by EIF's Chief Executive Officer (CEO) and its Board of Directors, who will ensure that the project is implemented in accordance with EIF's institutional mandate, governance standards, and Namibia's national climate finance strategy. They will be responsible for high-level decision-making, overall accountability, and ensuring that project outcomes contribute to EIF's long-term objectives. Additionally, the executive leadership will provide governance assurance and strategic direction, review progress and guiding institutional alignment.

To promote coordination with national climate objectives, the National Designated Authority (NDA) will be consulted periodically to provide strategic advice. The NDA's role will be advisory only, and it will be kept informed of progress, although no formal approval or sign-off of deliverables will be required.

Operational Execution
Operational execution will be led by a dedicated Readiness Management Team (RMT), comprising EIF's Chief Operations Officer (COO), Chief Financial Officer (CFO), and the Readiness Project Manager (who currently oversees EIF's active readiness portfolio and brings valuable institutional experience and familiarity with GCF procedures).

The Project Manager will serve as the day-to-day lead for project implementation, responsible for coordinating all technical and administrative activities, managing workplans, overseeing consultant deliverables, and ensuring adherence to timelines and quality standards. Reporting directly to the COO on operational matters and to the CFO on financial reporting and compliance, the Project Manager will serve as the central liaison among internal units, external service providers, and project stakeholders to ensure seamless execution and accountability across the components of the readiness project.

The existing readiness will be executed under EIF's existing, grant management, accounting, financial management, procurement, and monitoring and evaluation systems and all implementation activities will adhere to EIF's operational manual and GCF fiduciary, environmental, and social standards.

Technical Assistance Service Providers
To execute specialised activities and deliver targeted technical outputs, EIF will engage Technical Assistance (TA) Service Providers, including both local and international experts. These providers will be selected primarily from EIF's Roster of Vetted Experts, which was developed through a competitive procurement process and is maintained in compliance with EIF's procurement policies. The roster includes entities and individuals who have previously provided technical services to EIF on GCF and other climate finance assignments and have demonstrated technical proficiency, timely delivery, and contextual understanding of EIF's systems and Namibia's climate priorities.

During the stakeholder engagement and needs assessment process that informed this readiness proposal, EIF identified several preferred technical assistance partners from the roster, including Tortoise Environmental Consultants (TEC), Terra Financial Advisory Limited, Mulima Investment, Impact Financial Management and Advisory Limited, Indota Investment, and Silicon Software Solutions Limited. These firms are preliminarily designated based on their strong performance on past projects and alignment with the technical scope of this readiness support. However, during the inception phase, EIF will conduct a targeted rapid assessment of their current capacity, availability, and relevance to the readiness activities. Should any of the preferred providers not meet EIF's threshold for technical readiness, other qualified experts will be considered, strictly in line with EIF's procurement rules, with preference given to local consultants to ensure local context and contextually relevant deliverables.

It is important to note that no GCF resources will be advanced to the technical service providers. All payments will be made on a deliverable's basis, in accordance with the approved implementation schedule and aligned with the schedule of deliverables-based payment modality agreed with the GCF. This performance-based contracting approach will ensure value for money, accountability, and timely delivery of all technical inputs.

Stemming from the lessons of past project implementation, EIF has adopted the roster-based engagement approach, as it has demonstrably offered the following advantages:

- Streamlined procurement and faster mobilisation, reducing project implementation delays and the need for project adaptive management;
- Institutional familiarity, as the vetted rostered experts have a proven track record of working with EIF and are fully conversant with its operational, fiduciary, and reporting systems;
- Guaranteed quality, since the experts have already delivered high-quality, GCF-compliant outputs under prior assignments;
- Operational efficiency, as minimal onboarding and contracting is required, enabling a quicker transition from planning to implementation; and
- Cost-effectiveness, by reducing transaction costs and leveraging established working relationships to ensure focus on deliverables.

Presence on the Ground
EIF is headquartered in Windhoek, Namibia, and maintains a robust national presence through its implementation of projects across all Namibia's 14 regions. As Namibia's DAE, EIF has extensive experience managing in-country climate finance initiatives, including those targeting vulnerable, rural, and remote communities.

All readiness activities will be implemented directly by EIF, utilizing its in-house project management capacity and technical departments. The Readiness Management Team is based at EIF's head office in Windhoek and will coordinate implementation, stakeholder engagement, and reporting.

Local and international consultants and service providers will be engaged to deliver the technical outputs of the project.

6.1.2 Framework Agreements

Not applicable. This readiness will be executed under the Direct Access Modality.

6.2 Organisation and Staffing

In this chapter, propose the structure and composition of your team. Consider including a visual depiction of the programme team through an organisational chart, depicting reporting responsibilities. List the main disciplines, key experts responsible, and technical and support staff, including their relevant past experience, using the form below.

Please also include any details on any other relevant group of stakeholders, such as steering committees, technical teams, tasks force, coordination mechanisms, PMC structure, etc.

For these groups, describe their composition, decision-making processes, operational procedures, terms of reference (if any) and how the DAE will manage or oversee these units to ensure fulfillment of its obligations.

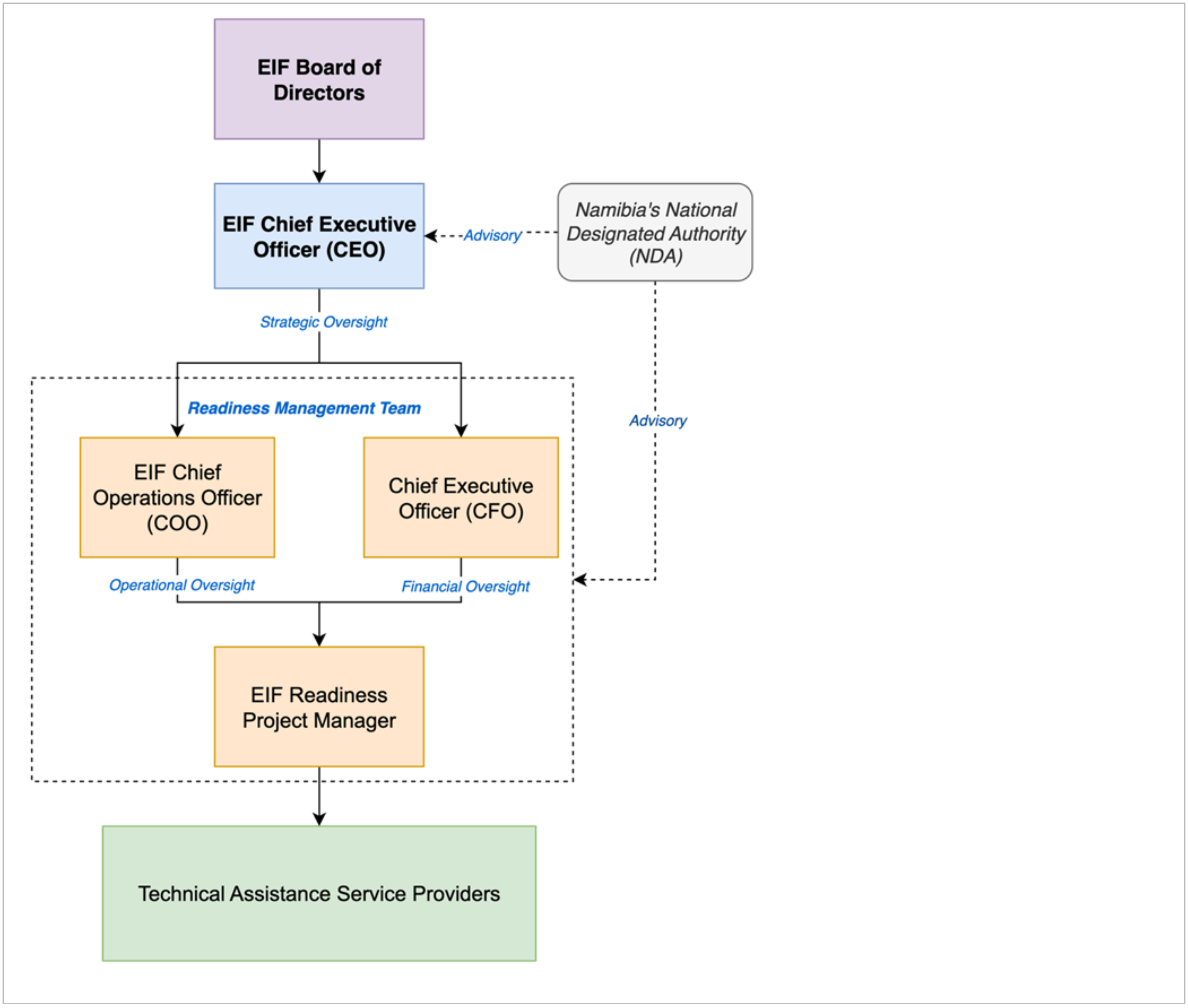
Name of staff	Organization	Area of Expertise	Position Assigned	Task Assigned	Base Country During Assignment
Mr. Karl M. Aribeb	EIF	Project Management & Climate Finance	EIF Chief Operations Officer (COO): Overall departmental oversight	Ensure that project roll out runs according to the implementation plan	Namibia
Ms. Salome Naivela	EIF	Readiness Grant Oversight	EIF Readiness Project Manager: Day-to-day implementation of the project	Oversee and manage grant delivery	Namibia
Mr. Kennedy Urikhob	EIF	Finance & Auditing	EIF Chief Executive Officer (CFO):	Enhance financial oversight and reporting	Namibia

			Financial Advisor to the readiness project		
Team of Experts/ Consultants/ Technical Assistance Providers (Local or International)	Independent	Climate Finance, Financial Management, M&E, ESS, SEAH, Project Management and ICT	Implementing Partners/ Technical Assistance Service Providers	Delivery of technical outputs and advisory services	Namibia

The EIF will lead the implementation of the project through a dedicated Readiness Management Team, comprising core EIF personnel and supported by short-term local and international technical consultants. Strategic oversight will be provided by EIF's Chief Executive Officer (CEO) and Board of Directors. Namibia's NDA, the Ministry of Environment and Tourism will provide advisory support and will be informed of the project implementation progress.

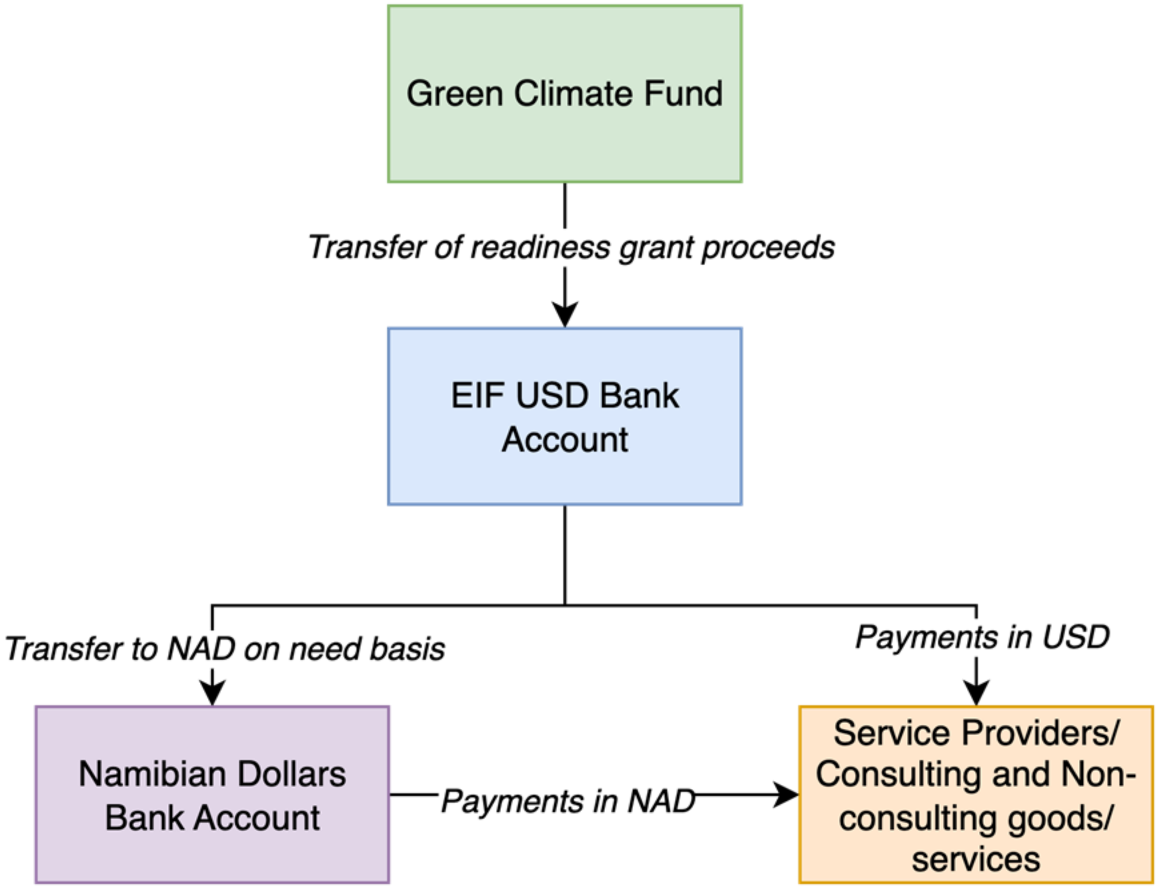
Project delivery will be overseen by a designated Project Manager, who will assume full responsibility for coordination, execution, and reporting, directly accountable to EIF's Chief Operations Officer (COO) (Operational Reporting) and Chief Finance Officer (CFO) (Financial Reporting). The implementation team will include key technical experts and service providers, such as a Climate Financial Management Specialist, Monitoring and Evaluation (M&E) Consultant, Environmental and Social Safeguards Consultant and Policy Advisors, who will offer targeted technical and advisory support under the direction of the Project Manager.

Readiness Management Team will be stationed at EIF's headquarters in Windhoek, with most of the activities implemented in Windhoek, save for the peer-to-peer learning activity which may involve international travel by EIF staff.



6.3 Fund flow arrangements

EIF will establish a dedicated, USD-denominated GCF Readiness Special Account to receive disbursements from the GCF. In addition, a local currency Project Account will be opened to facilitate payments in Namibian dollars. Transfers from the USD Special Account to the local currency account will be made on an as-needed basis, taking into account cash flow requirements and minimizing exposure to foreign exchange risk. Monthly bank reconciliations will be conducted for both accounts to ensure timely financial reporting and integrity of fund management.



7. Monitoring, Evaluation and Reporting

Guidance

The RRMF has been revised to align with the objectives and outcomes outlined in the 2024-2027 readiness strategy, with the view to (1) simplify and streamline monitoring and reporting procedures; (ii) appropriately capture and reflect the systemic approach and strategic, programme-based methodology for planning and implementing readiness support; and (iii) establish a clear connection between readiness support and the enhanced programming capacities of developing countries and DAEs to effectively access and utilise climate finance.

Please note that there are as per the Revised RRMF, there are two levels of monitoring and reporting. The first is at the programme/project level, and the second is at the Country level. Outlined below are the monitoring and reporting requirements and responsible parties.

7.1 Programme Monitoring and Reporting (Output-Level)

Responsibility & Tasks:

- In the case of direct access, the DAE or a Framework Agreement (FWA) holder is responsible for monitoring the programme/project's implementation and preparing relevant reports that detail the progress of output-level results and deliverables as articulated in the programme/project logframe.

Financial Reporting:

- Regular financial reporting is the principal reporting mechanism under Readiness. Reports should provide an overview of funds received and expended and a comparison of planned versus actual expenditure with rationale for any variances. All financial reports must be presented in USD, in line with the approved programme budget. The detailed reporting requirements, including content and format, will be specified in the implementation-related templates.

Reporting Frequency:

- Annual progress reports, including financial reporting, are to be submitted to the GCF Secretariat by 31 March of each year, unless otherwise agreed to in the respective legal agreements. Upon project closure, a completion report must be submitted within three months of the completion of the activities

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.2 Financial Audits

Responsibility:

- Independent, third-party auditor commissioned by [choose appropriate] the DAE or FWA holder in case of direct access, or by the delivery partner if chosen from the GCF pre-qualified pool through mini-tenders.

Task:

- Regular financial audits to ensure responsible and transparent fund management, preventing misuse or mismanagement and ensuring compliance with GCF and national requirements.

Reporting Frequency:

- Annual financial audit reports must be submitted to the GCF Secretariat by 31 March of each calendar year, unless an alternative frequency and deadline is agreed upon at the conclusion of the legal agreement. The completion financial audit report to be submitted to the GCF Secretariat within three months of completing the activities.

Please confirm which type of auditor will be selected and provide any details

○ Private sector auditor Auditor

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

N/A
N/A

☒ By checking this box, I acknowledge awareness of financial audit responsibilities, including frequency

7.3 Mid-Term Review (if the programme is four years)

This will align with the Year 2 annual progress report; a separate mid-term report is not required. Instead, a specific section in the Year 2 annual progress report will focus on the assessment of the adequacy of the initial design of the four-year programmes, the evaluation of the progress made towards achieving project objectives, and the review of the effectiveness of the delivery partner (if selected from the GCF pre-qualified pool). It will also identify any challenges encountered. The findings from this review will be used to make necessary adjustments to the project implementation plan in Years 3-4.

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.4 Final Evaluation

Responsibility:
- An independent evaluator will be commissioned by the DAE, or a FWA holder, in case of direct access

Task:
- Upon completion of the project implementation period, an independent evaluation will be conducted to assess the overall impact of the readiness activities. This evaluation will measure the contribution of these activities to the country's objectives and GCF outcomes, guided by the GCF Evaluation Policy and Standards. It will include an impact assessment and document lessons learned to inform future project planning and readiness support. If the country selects two programmes, the GCF Secretariat and the country may consult to explore the rationale and feasibility of conducting a single evaluation for both programmes.

Reporting Frequency:
- The final evaluation report will be submitted to the GCF Secretariat within three months of completing the Readiness activities.

☒ By checking this box, I acknowledge awareness of reporting tasks, including frequency and content

7.5 Sanctions and Restrictive Measures

There are currently no United Nations Security Council (UNSC) restrictive measures in force within Namibia.

7.6 Grievance Redress Mechanisms
EIF upholds robust Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) measures and adheres strictly to both GCF and national fiduciary standards. The EIF operates a formal Grievance Redress Mechanism (GRM) that includes provisions for anonymous reporting and whistle-blower protection. This mechanism allows third parties to confidentially raise concerns related to project implementation, including matters of fiduciary integrity, environmental and social safeguards, and ethical conduct. Grievances can be submitted through secure, accessible channels and are addressed in a timely, transparent, and impartial manner, in accordance with EIF's institutional policies. EIF is committed to proactively informing all stakeholders of the GRM procedures at the outset of implementation, reinforcing accountability, responsiveness, and stakeholder trust.

8. Budget

8.1 Budget
The DAE (for the DAE Support Window) is required to prepare and submit the Budget for the proposal period. Please complete the Budget using the specified Excel template. As necessary, provide an accompanying narrative (text) explanation in this section of the proposal. If not necessary, please indicate "Refer to the Excel file". The Budget must include a disbursement schedule linked to deliverables and aligned with the Implementation Plan. Use the Budget narrative to explain and justify the figures as needed. Download template
Budget plan (please complete in the separate document) While developing the budget, please consider the ineligible costs as per page 13 of the Initial Guide for Countries to Access Readiness Support

9. Other relevant information

9.1 Exit and Sustainability Strategy
EIF will implement targeted training programmes to strengthen its internal capacities in key areas, including compliance, project development, risk and financial management, ESS, gender mainstreaming, and M&E. These trainings will be directed at technical, fiduciary, and managerial staff to ensure comprehensive institutional strengthening. To support long-term integration, EIF will develop and institutionalize tools such as updated policy manuals, project tracking templates, risk frameworks, and a web-based project management platform. These instruments will be embedded into routine operations to ensure sustained impact. To safeguard the functionality and continuity of the project management platform, vendors contracted under this activity will be required to prepare an Operations and Maintenance (O&M) Plan as part of their deliverables. Their contracts will also include provisions for ongoing technical support and maintenance of the system during the implementation period. Post-readiness, EIF will assume full responsibility for the system's maintenance, with associated costs integrated into EIF's institutional operating budget. This transition is both strategic and financially justifiable. Since the upfront system development costs have been covered by GCF under donor funding, it creates a strong case for EIF's Board to approve the relatively modest recurrent O&M costs as part of its institutional overhead. This ensures sustainability and continuity of the digital systems developed through the Readiness grant. Furthermore, EIF's capacity-building approach is designed for long-term institutional strengthening by embedding knowledge and tools into existing systems. All training activities will be tailored to EIF's institutional context and will prioritize practical application, hands-on delivery, and stakeholder ownership to ensure long-term retention. A "train-the-trainer" model will be adopted to promote internal capacity replication and continuity in key technical areas such as M&E, proposal development, fiduciary standards, and ESS and Gender compliance. To institutionalize the knowledge gained through the readiness support, EIF will develop onboarding manuals and thematic toolkits that consolidate key concepts and procedures across updated policy areas, such as M&E, Risk, Grant Management, Grievance, ESS, Gender, SEAH, and AML/CFT. These materials will be integrated into EIF's induction programme to ensure all incoming staff are equipped with foundational knowledge from the outset. This will support operational continuity in the event of staff turnover and reinforce institutional memory. Complementing the toolkits, EIF will also introduce individual staff training plans linked to performance contracting. This will incentivize the application of skills acquired and ensure that climate finance responsibilities are formally recognized and tracked as part of annual performance reviews. Such alignment will help institutionalize climate finance functions within EIF's human resource systems.

9.2 Readiness Programme Closure
No tangible/durable assets will be procured under the readiness as the activities are mainly focused on institutional capacity-building and policy development. The intangible assets such as the updated policies, management information systems (MIS) tools, and capacity-building resources will be institutionalised in EIF's operations and processes. All assets, systems, and resources developed during the readiness programme will remain within EIF, reinforcing its climate finance mandate and ensuring long-term institutional continuity and impact. A fixed asset register will be prepared and submitted to GCF as part of the completion report to confirm that no tangible/ durable assets were acquired under the project.