GREEN CLIMATE FUND

Readiness and Preparatory Support

Direct Access Proposal Template

DAE Support Window

Proposal title

Advancing NSIA's Climate Finance Readiness, Pipeline Development and Institutional Delivery Capacity in Nigeria (42120)

Direct Access Entity

Nigeria Sovereign Investment Authority

* 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?

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[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

Advancing NSIA's Climate Finance Readiness, Pipeline Development and Institutional Delivery Capacity in Nigeria

Total Approved Amount (in USD)

$998,881

Implementation Period (in months)

30 months

Country Information

☐ Single DAE

☐ Multi-DAE

Lead DAE

Nigeria Sovereign Investment Authority

Contact person

Nana Maidugu

Position

Head, Sustainability and ESG

Email

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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 Nigeria Sovereign Investment Authority (NSIA) seeks to strengthen its institutional readiness, technical capacity and operational systems to mobilise, structure, deploy, monitor and report climate finance under the Green Climate Fund (GCF). As a newly accredited Direct Access Entity, NSIA has demonstrated climate programming capacity through its investment mandate, climate-relevant platforms and experience in managing complex investments.

Recognising the growing scale and complexity of climate finance opportunities, NSIA formally established a dedicated Sustainability and ESG function in 2023 to provide institution-wide implementation and oversight of Environmental & Social (E&S), climate, gender, impact, and broader sustainability-related activities. While significant progress has been made in building the foundational frameworks, governance structures, and institutional processes required to support climate finance mobilisation and implementation, the function remains relatively nascent compared to other units established since NSIA's inception in 2012.

As NSIA positions itself to play a larger role in deploying GCF resources and scaling climate investments across Nigeria, there remains a clear need to further strengthen institutional systems, technical expertise, climate project origination capabilities, monitoring and reporting infrastructure, implementation readiness, and structured peer-learning mechanisms.

This proposal presents a structured pathway for deepening NSIA's institutional capacity to effectively manage and deploy climate finance at scale, by strengthening NSIA's accreditation-related systems, climate strategy, GCF pipeline development capability, implementation readiness, monitoring and reporting systems, and knowledge-sharing platforms.

NSIA's readiness needs are anchored around these priority areas:

- Strengthened E&S and safeguards systems, with dedicated focus on ESMS/ESMF implementation, Category A/I-1 safeguards readiness, grievance redress, SEAH/GBV risk management, an independent ESMS effectiveness review, and targeted safeguards capacity-building.
- Enhanced fiduciary, legal, procurement, compliance and GCF grant implementation capacity to support accreditation maintenance, responsible grant management and effective implementation of future GCF-funded activities.
- A robust Climate Strategy defining NSIA's climate priorities, investment focus areas and risk approach, anchored by an embedded climate finance framework to guide how climate capital is structured, deployed and monitored.

- Advanced, investment focus areas and risk approach, anchored by an embedded climate finance framework to guide how climate capital is structured, deployed and monitored.
- Advanced climate risk and emissions capability through specialist-supported climate scenario analysis, an in-house climate risk tool, an operational and portfolio emissions baseline, an emissions monitoring tool and an institutional decarbonisation strategy.
- Stronger MRV, M&E, impact reporting and implementation oversight systems, including an M&E Policy and M&E Framework for NSIA's investments, climate and sustainability activities, and future GCF-supported projects.
- Improved climate project preparation and GCF pipeline development capacity, including targeted analytical and feasibility studies, development and submission of two Concept Notes and two Funding Proposals, and technical feedback, site validation and stakeholder engagement to strengthen proposal quality.
- Stronger platforms for peer learning, knowledge-sharing and collaboration with Direct Access Entities, comparable GCF Accredited Entities, climate finance institutions, national stakeholders, NSIA investees and relevant project-specific learning partners.

NSIA will implement a coherent set of readiness activities under the GCF Readiness Programme. These include engaging specialist support to revise and strengthen NSIA's ESMS/ESMF and Category A/I-1 safeguards procedures, prepare an independent ESMS effectiveness review, deliver safeguards and fiduciary capacity-building, and convene accreditation preparedness engagements. The readiness support will also strengthen NSIA's Climate Strategy, climate finance framework, climate scenario analysis capability, emissions baseline, emissions monitoring tool, decarbonisation strategy, MRV systems, M&E Policy, M&E Framework and impact reporting arrangements, with embedded knowledge transfer to ensure lasting internal capacity.
The support will also strengthen NSIA's GCF programming and implementation capacity. NSIA will undertake analytical and feasibility studies for selected priority pipeline investments, develop and submit two GCF Concept Notes and two GCF Funding Proposals, and conduct technical feedback workshops, site validation and stakeholder engagements to improve project quality, country ownership and implementation feasibility. Targeted capacity-building and hands-on technical support will also be provided across the GCF programming cycle, climate project design, climate rationale, project structuring, financial modelling, safeguards integration, proposal development and implementation oversight.
The readiness support will further promote knowledge-sharing and peer learning across NSIA's ecosystem. NSIA seeks to establish an ESG Community of Practice across its investees, convene a South-South climate finance knowledge-sharing forum, participate in DAE Community of Practice meetings, coordinate peer exchanges with selected DAEs and comparable climate finance institutions, and undertake project-specific learning visits linked to early-stage climate investments, particularly the National Climate Investment Platform and Asset Green.
These outputs will lead to three core outcomes:

- NSIA strengthens its institutional foundation for sustained GCF delivery by improving accreditation-related systems, safeguards readiness, fiduciary capacity, climate strategy, monitoring systems and implementation discipline.
- NSIA mobilises GCF resources more effectively through a stronger and better-validated pipeline of climate investments, supported by high-quality Concept Notes, Funding Proposals, analytical work and technical preparation.
- NSIA deepens its catalytic role in Nigeria's climate finance ecosystem by improving coordination, institutionalising peer learning, strengthening South-South collaboration, and applying practical lessons from experienced DAEs and comparable climate finance institutions.

The long-term impact is a more climate-ready NSIA that can mobilise capital at scale, support Nigeria's low-carbon and climate-resilient development priorities, and deliver high-impact GCF-supported programmes.

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

- Medium

Environmental & social risk category

- Category A

Financing modalities

- Basic, Project Management, Grant award and/or funding allocation mechanisms, On-lending and/or blending (Loans), On-lending and/or blending (Equity)

NSIA is currently accredited up to Category A (high-risk) projects, covering the following project sizes:

- Medium in relation to the specialized fiduciary standard for project management and the specialized fiduciary standard for on-lending and/or blending for loans;
- Small in relation to the specialized fiduciary standard for blending for equity; and
- Micro in relation to the specialized fiduciary standard for grant award and/or funding allocation mechanisms.

There are two conditions that must be satisfied by NSIA:

- Prior to submission of the first Funding Proposal to the Board, NSIA is required to develop a Monitoring and Evaluation (M&E) framework for funded projects, in a form acceptable to the Green Climate Fund.
- Prior to submission of any Funding Proposal with Environmental and Social (E&S) risk Category A/I-1 to the Board, NSIA is required to strengthen its high-risk E&S management systems, commission an independent external review of the effectiveness of its Environmental and Social Management System (ESMS) and submit the report to the GCF, and implement targeted capacity building for the E&S safeguards team.

Under the revised accreditation framework, NSIA's accreditation is deemed to be complete following issuance of NSIA's accreditation certificate by the GCF.

Accreditation stage

- Negotiation Finalized

The Nigeria Sovereign Investment Authority (NSIA) was accredited as a Direct Access Entity to the Green Climate Fund (GCF) on 26 March 2026, following approval by the GCF Board during its 44th Board Meeting (B.44) held from 25 to 28 March 2026 in Songdo, Republic of Korea. Under the revised accreditation framework, NSIA's accreditation is deemed to be complete following issuance of NSIA's accreditation certificate by the GCF.

2.2 Entity Climate Priorities and Programming Capacity

NSIA's climate priorities are anchored in its Sustainability Strategy, which covers the Authority's E&S, climate, gender, impact and broader sustainability ambitions. The strategy is built around three pillars: **Strengthened Institution, Sustainable Investments and Strategic Partnerships**. These pillars define how NSIA intends to strengthen its internal systems, scale climate-aligned investments and mobilise partnerships in support of Nigeria's inclusive, low-carbon and climate-resilient development pathway.

- Strengthened Institution: NSIA is focused on building the internal systems required to manage climate finance credibly and at scale. This includes strengthening ESG governance, ESMS/ESMF implementation, Category A/I-1 safeguards readiness, climate risk integration, MRV/M&E systems, impact reporting, portfolio monitoring, grievance management, SEAH/GBV risk management, fiduciary controls and enterprise-level ESG performance management. These systems are important to NSIA's ability to maintain GCF accreditation standards, manage increasingly complex climate investments and oversee future GCF-supported activities.
- Sustainable Investments: NSIA seeks to identify and scale investments that deliver financial returns alongside measurable climate, environmental and social impact. Its climate priorities include renewable and distributed energy, climate-aligned infrastructure, transition finance, sustainable agriculture, carbon markets, climate guarantees, resilient infrastructure and blended finance platforms. This reflects NSIA's intention to move beyond individual climate projects towards scalable investment platforms that can crowd in concessional, public and private capital.
- Strategic Partnerships: NSIA aims to deepen collaboration with the NDA/NCCC, government institutions, development finance institutions, institutional investors, technical partners, peer DAEs, GCF Accredited Entities and climate finance platforms. These partnerships are central to pipeline development, capital mobilisation, policy alignment, project preparation, implementation learning, knowledge-sharing and South-South collaboration.

NSIA's programming capacity is not nascent. The Authority has already demonstrated its ability to originate, structure and participate in climate-relevant investments and platforms, including renewable energy, distributed energy, carbon markets, climate guarantees and green infrastructure finance. Through platforms such as the

Renewable Investment Platform for Limitless Energy (RIPLE), the Nigeria Distributed Renewable Energy (DRE) Fund, Carbon Vista, the Green Guarantee Company (GGC) and the Construction Finance Warehouse Facility (CFWF), NSIA has shown practical experience in developing climate-aligned investment opportunities, mobilising partners and supporting blended finance structures. NSIA has also demonstrated credible project management capacity through its broader third-party investment and infrastructure delivery experience, including its role in managing complex, multi-stakeholder programmes in priority sectors such as healthcare, energy and infrastructure. However, as NSIA scales its role as a GCF Direct Access Entity and national climate finance delivery platform, its programming capacity must be further strengthened in targeted areas. These include GCF-specific pipeline development, Concept Note and Funding Proposal preparation, climate finance structuring, project appraisal, safeguards integration, fiduciary and grant implementation capacity, climate risk analysis, emissions monitoring, MRV/M&E, implementation oversight and structured peer learning with more experienced DAEs and comparable climate finance institutions.

In the short to medium term, NSIA's climate programming will focus on six priority areas:

1. Strengthening institutional climate finance architecture through a comprehensive Climate Strategy with an embedded climate finance framework to guide climate priorities, investment focus areas, project selection, capital mobilisation, implementation oversight, monitoring and reporting.
2. Advancing GCF pipeline development by undertaking targeted analytical and feasibility studies, developing and submitting two GCF Concept Notes and two GCF Funding Proposals, and using technical feedback, site validation and stakeholder engagement to improve proposal quality and country ownership.
3. Deepening climate risk, emissions and decarbonisation capability through climate scenario analysis, an in-house climate risk tool, operational and portfolio emissions baselining, an emissions monitoring tool and an institutional decarbonisation strategy.
4. Strengthening MRV, M&E and impact reporting systems through the development of an M&E Policy, M&E Framework, MRV tools, reporting templates and impact reporting arrangements covering NSIA investments, climate and sustainability activities, and future GCF-supported projects.
5. Maintaining accreditation readiness and implementation discipline by strengthening ESMS/ESMF implementation, Category A/I-1 safeguards procedures, grievance redress, SEAH/GBV capacity, fiduciary controls, legal readiness, procurement capacity and GCF grant implementation systems.
6. Deepening strategic partnerships and South-South learning by working with the NDA/NCCC, peer DAEs, GCF Accredited Entities, investees, development partners, technical institutions and project-specific learning partners to strengthen climate finance delivery, peer learning, ESG standardisation and market leadership.

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
N/A	N/A	N/A	N/A	N/A	N/A	N/A

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
Technical Assistance for Nigeria Infrastructure Finance & Guarantee (NIFG) Group	1 Jan 2026 - 30 June 2027	underImplementation	World Bank Group - Green Project Preparation Facility (GPPF)	TA for the establishment of the NIFG Group, an integrated financing platform to drive resilient infrastructure development through project preparation, viability gap funding, risk capital and credit guarantees. TA scope covers development of key toolkits including SOPs, due diligence checklists, eligibility criteria, etc., as well as support in identification, structuring and financial close of at least 3 major infrastructure projects to serve as pilot investments for the NIGF Group	Strengthens the institutional and transaction-level capabilities required to scale climate-resilient infrastructure financing in Nigeria.
Technical Assistance for Pharmaceutical Manufacturing Project	9 Mar 2026 - 31 Dec 2026	underImplementation	European Union	TA for the development of a detailed GMP-compliant frontend engineering design for a pharmaceutical excipient manufacturing facility in Nigeria	Strengthens the institutional and transaction-level capabilities required to drive development of large manufacturing projects in a sustainable and climate-friendly manner in Nigeria.

Technical Assistance for Africa Sustainable Industrialisation Platform	2 Feb 2026 - 9 Mar 2026	completed	FCDO/Manufacturing Africa	TA to conduct feasibility study and strategy for the development of the Africa Sustainable Industrialisation Platform	Strengthens the institutional and transaction-level capabilities required to drive development of large manufacturing projects in a sustainable and climate-friendly manner in Nigeria.

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
N/A	N/A	N/A	N/A	N/A

2.5 Challenges, Gaps, and Barriers

This section sets out the main barriers, challenges and gaps that the readiness support will address. Each issue is organised as:

- Barrier (B) which refers to the broader constraint;
- Challenge (C), which explains the issue NSIA faces; and
- a corresponding Gap (G), which identifies what needs to be strengthened through the proposed readiness activities.

For example, **B1** means **Barrier 1**, **C1** means **Challenge 1**, and **G1** means **Gap 1**.

B1: NSIA's institutional climate strategy and climate finance architecture require further strengthening

C1: NSIA has an active and growing climate-relevant investment agenda, supported by its mandate, Sustainability Strategy, GCF accreditation and emerging climate platforms. However, as the Authority scales its role as a national climate finance delivery platform, its climate priorities, investment focus areas, capital mobilisation pathways, project selection criteria, implementation approach and portfolio alignment need to be further consolidated into a clear institutional framework.

G1: NSIA requires a comprehensive Climate Strategy, and portfolio alignment need to be further consolidated into a clear institutional framework.

G1: NSIA requires a comprehensive Climate Strategy, with an embedded climate finance framework, that clearly defines its climate priorities, sector focus areas, mobilisation pathways, investment criteria, governance arrangements and alignment with Nigeria's NDCs, GCF priorities, transition finance, adaptation, resilience and blended finance opportunities. This gap directly supports the proposed readiness activity to develop NSIA's Climate Strategy, including a climate finance framework to guide the identification, structuring, deployment, monitoring and reporting of climate capital across its platforms and portfolio.

B2: ESMS/ESMF implementation, Category A/I-1 safeguards readiness, grievance redress and SEAH/GBV capacity need to be enhanced

C2: NSIA is accredited up to Category A/I-1 risk level and has existing E&S systems and institutional processes. However, GCF accreditation conditions and future higher-risk climate investments require more detailed procedures, tools and institutional capacity for high-risk E&S screening, assessment, management, supervision and reporting. This includes stronger implementation of the ESMS/ESMF, clearer Category A/I-1 safeguards procedures, grievance redress arrangements, SEAH/GBV risk management and practical safeguards capacity across relevant teams.

G2: NSIA requires targeted strengthening of its ESMS/ESMF and Category A/I-1 safeguards procedures, supported by an independent ESMS effectiveness review, practical guidance, implementation examples, lessons learned and a safeguards capacity-building plan. This gap directly supports the proposed readiness activities to revise and strengthen NSIA's ESMS/ESMF, commission an independent effectiveness review, deliver targeted E&S safeguards, grievance redress and SEAH/GBV capacity-building, and improve readiness to manage higher-risk climate finance activities within NSIA's accredited risk envelope. Refer to the table below for a status update on Category A projects within NSIA's pipeline:

S/N	Name	Overview	Status	Additional Notes
1.	Multipurpose	Establishment of a Basic Chemicals Platform in Nigeria including an Ammonia Plant (phase 1), and a Di-ammonium Phosphate Plant	$100m equity investment approved by the Board. Project under Implementation	Predevelopment studies have been completed. Currently processing payment for the land associated with the project. Conversations with NNPC on gas supply arrangements are actively advancing. The preferred EPCD contractor has been selected, indicating progression toward the construction and development phase.

	Industrial Platform Limited (MIPL)			
2.	North South Power	Investment in a private power company that operates and manages large-scale hydroelectric assets across Nigeria and West Africa.	Up to $80m investment approved by the Board. Ongoing negotiations.	Ongoing drafting and negotiation of investment agreement.
3.	Harmony Glass	Development of a 500 metric ton/day float glass manufacturing company in Ore Industrial Park, Ondo State	Up to $70m investment approved by the Board. Term Sheet negotiation ongoing.	Term sheet negotiations are currently ongoing with the project counterparties.
4.	Green Ec	Pending Approval — Pre-term sheet stage.	Up to $41m investment approved by the Board. Term Sheet under development	Term sheet negotiations are currently being drafted

	onomicZone(GEZ)			
5.	LagosFreeZone(LFZ)	Up to $50m investment in a public–private industrial hub, developed as a modern Live-Work-Play zone.	Pending Approval — Pre-investment stage.	The project is currently undergoing appraisal ahead of investment approval.

B3: Fiduciary, legal, procurement, compliance and GCF grant implementation capacity need to be deepened
C3: As a GCF-accredited Direct Access Entity, NSIA will be required to manage GCF resources in line with applicable fiduciary, legal, procurement, financial management, reporting, integrity and compliance requirements. While NSIA has strong institutional governance and internal control systems, GCF grant implementation requires specific understanding of GCF documentation, eligible expenditures, procurement requirements, financial controls, reporting obligations, anti-money laundering, counter-terrorism financing, sanctions, prohibited practices and conflict of interest controls.
G3: NSIA requires targeted fiduciary, legal and GCF grant implementation capacity-building for relevant internal teams, including ESG, Legal, Finance, Procurement, Risk, Compliance and other operational functions. This gap directly supports the proposed readiness activities on fiduciary, legal and grant implementation training, as well as the accreditation preparedness and technical feedback workshop to validate institutional readiness, compliance arrangements and implementation responsibilities.

B4: Climate risk and emissions data are not yet fully embedded into portfolio decision-making
C4: NSIA's portfolio spans infrastructure and externally managed investments, many of which may be exposed to physical and transition climate risks. While climate considerations are increasingly relevant to NSIA's investment decision-making, the Authority requires stronger internal tools to assess these risks consistently and to track emissions across its operations and portfolio.
G4: NSIA requires structured in-house capability for climate scenario analysis, climate risk assessment, operational and portfolio emissions baselining, emissions monitoring and decarbonisation planning. This gap directly supports

the proposed readiness activities to conduct climate scenario analysis, develop an in-house climate scenario analysis tool, establish an operational and portfolio emissions baseline, develop an emissions monitoring tool and prepare an institutional decarbonisation strategy. These tools will strengthen climate-informed investment appraisal, portfolio resilience, emissions tracking and low-carbon capital allocation.

B5: MRV, M&E, impact reporting and implementation oversight systems require further strengthening
C5: NSIA already monitors its investments through existing internal processes. However, the increasing complexity of its portfolio, including climate investments, sustainability-linked activities and future GCF-supported projects, requires a more formalised institutional system for tracking implementation progress, risks, impacts, E&S performance, climate results and reporting obligations. This is particularly important for future GCF-funded activities that will require credible monitoring, evaluation, reporting and verification arrangements.
G5: NSIA requires a dedicated M&E Policy and M&E Framework covering its broader investment portfolio, climate and sustainability activities, and future GCF-supported projects. This should be supported by strengthened MRV tools, templates and impact reporting arrangements that enable NSIA to track investment-level outcomes, monitor E&S performance, capture climate-related results, escalate implementation risks and generate credible internal and external reporting. This gap directly supports the proposed readiness activity to strengthen NSIA's MRV, M&E and impact reporting systems.

B6: NSIA's climate pipeline needs to be further converted into GCF-ready Concept Notes and Funding Proposals
C6: NSIA has already demonstrated climate programming capacity through climate-relevant investments and platforms across renewable energy, distributed energy, carbon markets, climate guarantees and green infrastructure finance. However, GCF proposal development requires a specialised ability to translate investment opportunities into submissions with robust climate rationale, Theory of Change, investment criteria alignment, safeguards, gender, implementation arrangements, financial structuring and monitoring frameworks.
G6: NSIA requires dedicated technical support and internal capacity to develop investment-grade GCF Concept Notes and Funding Proposals aligned with Nigeria's NDCs, GCF USP-2 programming targets and GCF requirements. This gap directly supports the proposed readiness activities on targeted analytical and feasibility studies, development and submission of two Concept Notes and two Funding Proposals, technical feedback workshops, site validation, stakeholder engagement, integrated capacity-building on the GCF programming cycle and hands-on technical support for project identification, appraisal, structuring, financial modelling, safeguards integration and proposal development.

B7: Knowledge-sharing across NSIA's investee ecosystem is not yet fully institutionalised
C7: NSIA's portfolio provides a strong platform for improving ESG and climate performance across investees. However, practical peer learning, standardisation of ESG practices and structured knowledge exchange across the portfolio need to be more deliberately institutionalised, particularly as some investees and pipeline platforms may be positioned for future GCF funding requests or climate finance mobilisation.
G7: NSIA requires a formal ESG Community of Practice and structured knowledge-sharing mechanisms that enable investees and relevant stakeholders to exchange lessons on safeguards, climate risk, emissions tracking, grievance management, gender, reporting, implementation challenges and climate finance delivery. This gap directly supports the proposed establishment of an ESG Community of Practice and a South-South climate finance knowledge-sharing forum linked to NSIA's investee ecosystem and broader climate finance stakeholders.

B8: NSIA requires deeper exposure to tested DAE, climate finance and project-specific delivery models
C8: As a newly accredited GCF Direct Access Entity and sovereign investment institution, NSIA is well positioned to serve as a national climate finance delivery platform. However, there is value in learning from experienced DAEs, comparable GCF Accredited Entities, climate finance institutions and relevant project-specific models that have tested approaches to climate finance governance, pipeline development, blended finance structuring, accreditation maintenance, implementation oversight and sector-specific project delivery.
G8: NSIA requires structured peer exchange, DAE Community of Practice participation and project-specific learning visits to accelerate institutional learning and avoid reinventing delivery models. This gap directly supports the proposed peer exchange visits with selected DAEs and comparable climate finance institutions, participation in Community of Practice for Direct Access Entity meetings or conferences, and project-specific learning visits linked to early-stage climate investments such as the National Climate Investment Platform and Asset Green.
Together, these barriers show that NSIA is not seeking readiness support to build climate programming capacity from a blank slate. Rather, the readiness funding will help NSIA deepen and institutionalise an existing platform, strengthen the systems required to meet GCF expectations, convert climate-relevant opportunities into bankable

GCF proposals, improve implementation oversight and reporting, and position NSIA to deliver climate finance at greater scale

2.6 Stakeholder Engagement

The development of this readiness proposal was informed by targeted consultations with NSIA's Senior Management, ESG/Sustainability team, Strategy, Risk, Legal, Finance, Investment and relevant operational departments. These engagements were critical in identifying the institutional and operational gaps that affect NSIA's ability to strengthen its climate strategy, scale climate finance mobilisation, integrate climate risk and emissions data into investment decision-making, develop GCF-aligned pipelines, and effectively implement, monitor and report climate-related investments under the Green Climate Fund (GCF). Senior Management provided strategic direction on the proposal's design, particularly the need to institutionalise expertise and build internal capacity across improvement areas to reduce reliance on consultants in the long-term.

The consultations also supported the articulation of NSIA's priorities under Nigeria's NDCs and aligned the proposal with the Authority's broader Sustainability Strategy. NSIA has engaged, and will continue to engage, the National Designated Authority (NDA), the National Council on Climate Change (NCCC), to ensure country ownership, strategic alignment and consistency with Nigeria's climate priorities. This engagement reflects NSIA's commitment to transparency, national alignment and its role as a GCF-accredited Direct Access Entity positioned to deepen access to climate finance in Nigeria.

During implementation, stakeholder engagement will remain a cross-cutting and continuous activity to support effective delivery, learning and alignment with national priorities. Specific readiness activities, including the preparation of concept notes and funding proposals, technical feedback workshops, the GCF programming cycle workshops, the ESG Community of Practice, knowledge-sharing workshops, project-specific study tours and peer-learning engagements, will provide structured channels for stakeholder participation. These engagements will involve NSIA Senior Management, the NDA, relevant government institutions, investees, executing partners, development partners, private sector actors, civil society organisations and other climate finance stakeholders, as relevant to each activity. While the development of this readiness proposal was informed mainly by internal consultations and engagement with the NDA, NSIA will undertake broader consultations with civil society organisations and private sector actors during concept note design and funding proposal development, particularly where their inputs are relevant to sector priorities, implementation arrangements and project design. Feedback and concerns will be captured through workshop evaluations, structured feedback forms, meeting records and bilateral follow-ups, and will be used to refine implementation, address emerging risks and strengthen ownership of the readiness outcomes.

2.7 Specific Readiness Needs

1. Enhanced ESMS/ESMF implementation and Category A/I-1 safeguards readiness, including strengthened procedures for high E&S risk projects, grievance redress, SEAH/GBV risk management, targeted safeguards capacity-building and an independent ESMS effectiveness review in line with GCF accreditation expectations.
2. Stronger fiduciary, legal, procurement, compliance and GCF grant implementation capacity, including enhanced internal understanding of GCF legal documentation, eligible expenditure, procurement requirements, financial controls, reporting obligations, integrity standards and grant implementation responsibilities.
3. A comprehensive Climate Strategy, with an embedded climate finance framework, that defines NSIA's climate priorities, investment focus areas, climate risk approach, capital mobilisation pathways, project selection criteria, implementation approach, monitoring arrangements, implementation approach, monitoring arrangements and alignment with Nigeria's climate priorities.
4. Specialist-supported climate risk, emissions and decarbonisation tools, including climate scenario analysis, an in-house climate scenario analysis tool, operational and portfolio emissions baselining, an emissions monitoring tool and an institutional decarbonisation strategy to strengthen climate-informed investment appraisal and portfolio oversight.
5. Enhanced MRV, M&E, impact reporting and implementation oversight systems, including an M&E Policy, M&E Framework, MRV tools, reporting templates and impact reporting arrangements for NSIA investments, climate and sustainability activities, and future GCF-supported projects.
6. Improved capability to convert NSIA's climate-relevant pipeline into GCF-ready submissions, including targeted analytical and feasibility studies, technical project preparation, development and submission of two Concept Notes and two Funding Proposals, site validation, stakeholder engagement and GCF-aligned proposal development support.
7. Deeper internal capacity for GCF programming and climate finance delivery, including applied training on the GCF programming cycle, climate rationale, Theory of Change, investment criteria, project structuring, PPF preparation, financial modelling, safeguards integration, gender considerations, implementation arrangements and monitoring requirements.
8. Stronger platforms for ESG knowledge-sharing, South-South learning and peer collaboration, including an ESG Community of Practice, a South-South climate finance knowledge-sharing forum, participation in DAE Community of Practice meetings, peer exchanges with selected DAEs and comparable climate finance institutions, and project-specific learning visits linked to priority investments such as NCIP and Asset Green.

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 is aligned with selected GCF Readiness Programme objectives, outcomes and outputs that directly respond to NSIA's institutional needs as a GCF-accredited Direct Access Entity. The focus is to strengthen

NSIA's accreditation-related systems, improve GCF pipeline development, enhance climate finance implementation and reporting capacity, and deepen knowledge-sharing, peer learning and project-specific collaboration.
Objective 1, Outcome 1.3: Support under this objective will strengthen the institutional foundations required for NSIA to maintain GCF accreditation standards and manage higher-risk climate finance activities within its accredited risk envelope. This will include revising and strengthening NSIA's ESMS/ESMF and Category A/I-1 safeguards procedures, preparing an independent ESMS effectiveness review, developing a targeted safeguards capacity-building plan, and delivering capacity-building on E&S safeguards, grievance redress and SEAH/GBV risk management. It will also strengthen fiduciary, legal, procurement, compliance and GCF grant implementation capacity, and support an accreditation preparedness and technical feedback workshop with the NDA and relevant GCF focal points.
Objective 2, Outcomes 2.2 and 2.3: Support under this objective will strengthen NSIA's ability to move priority climate opportunities from pipeline stage to GCF-ready submissions, while also improving the systems required to oversee implementation, monitoring and reporting. This will include targeted analytical and feasibility studies, development and submission of two GCF Concept Notes and two GCF Funding Proposals, technical feedback workshops, site validation and stakeholder engagements. It will also support development of NSIA's Climate Strategy with an embedded climate finance framework, climate scenario analysis and an in-house tool, operational and portfolio emissions baselining, an emissions monitoring tool, an institutional decarbonisation strategy, MRV/M&E framework and impact reporting systems, integrated capacity-building on the GCF programming cycle and climate project design, hands-on technical support for live pipeline opportunities, and access to relevant climate finance and ESG learning platforms.
Objective 3, Outcome 3.2: Support under this objective will strengthen knowledge-sharing, peer learning, ecosystem engagement and South-South collaboration. This will include establishing an ESG Community of Practice across NSIA investees, convening a South-South climate finance knowledge-sharing forum, coordinating peer exchange visits with selected DAEs and comparable GCF Accredited Entities or climate finance institutions; and participating in Community of Practice for Direct Access Entity meetings.

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
The readiness support will strengthen NSIA's institutional capacity to function as a more implementation-ready GCF Direct Access Entity. By enhancing ESMS/ESMF implementation, Category A/I-1 safeguards procedures, grievance redress, SEAH/GBV capacity, fiduciary and grant implementation readiness, the support will improve NSIA's ability to maintain accreditation standards, manage higher-risk climate finance activities, and apply GCF requirements more consistently across relevant internal functions. The support will also strengthen NSIA's climate programming and implementation systems. The Climate Strategy, embedded climate finance framework, climate scenario analysis tool, emissions baseline, emissions monitoring tool, decarbonisation strategy, MRV/M&E systems and impact reporting arrangements will improve NSIA's ability to identify, assess, prioritise, monitor and report climate investments in a more structured and credible manner. At the pipeline level, the readiness support will improve NSIA's ability to convert climate-relevant opportunities into high-quality GCF submissions. Targeted analytical and feasibility studies, technical feedback, site validation, stakeholder engagement, hands-on technical support and capacity-building will support the development and submission of two Concept Notes and two Funding Proposals, resulting in a stronger and more investment-ready GCF pipeline. In addition, structured knowledge-sharing, peer learning and South-South collaboration will strengthen institutional learning, investee readiness and broader ecosystem engagement. The ESG Community of Practice, knowledge-sharing forum, peer exchanges, DAE Community of Practice participation and project-specific learning visits will enable NSIA to apply practical lessons from experienced DAEs, comparable climate finance institutions and relevant project models. For the GCF, these improvements translate into a stronger and more reliable DAE with enhanced safeguards, fiduciary, implementation, monitoring and reporting capacity, as well as higher-quality and better-validated funding submissions. This will reduce appraisal friction, improve the quality and bankability of NSIA's GCF pipeline, strengthen downstream implementation performance, and increase the likelihood of timely and impactful deployment of GCF resources at scale.

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 Nigeria Sovereign Investment Authority (NSIA) seeks to strengthen its institutional readiness, technical systems and operational capacity to mobilise, structure, implement, monitor and report climate finance under the Green Climate Fund (GCF). This Theory of Change presents the pathway through which NSIA's readiness activities will address identified institutional, technical, pipeline and knowledge-sharing barriers, and contribute to the selected outcomes and outputs of the Revised Readiness Results Management Framework.

NSIA has already demonstrated climate programming capacity through its investment mandate, GCF accreditation, climate-relevant platforms and experience managing complex investments. However, scaling its role as a national climate finance delivery platform requires targeted support to strengthen key institutional and operational systems.

The main barriers include the need to strengthen Category A/I-1 safeguards readiness, ESMS/ESMF implementation, fiduciary and grant management capacity, climate strategy and climate finance architecture, MRV and M&E systems, climate risk and emissions tools, GCF pipeline development capacity, and structured South-South learning with experienced DAEs and comparable climate finance institutions.

The causal pathway is that, if NSIA strengthens its accreditation-related systems, safeguards capacity, fiduciary controls, climate finance strategy, analytical tools, project preparation systems, implementation oversight mechanisms and peer-learning platforms, then NSIA will be better positioned to maintain GCF accreditation standards, develop high-quality GCF submissions, oversee implementation effectively, and sustain climate finance learning across its portfolio and partner ecosystem.

Under **Objective 1**, the readiness activities will strengthen NSIA's accreditation-related systems by enhancing ESMS/ESMF and Category A/I-1 safeguards procedures, preparing an independent ESMS effectiveness review, developing safeguards capacity-building plans, delivering safeguards and fiduciary training, and convening accreditation preparedness engagements. These activities will contribute to **Output 1.3.1** and **Outcome 1.3** by improving NSIA's ability to maintain GCF accreditation standards and manage higher-risk climate finance activities.

Under **Objective 2**, the readiness activities will strengthen NSIA's pipeline development, project preparation and implementation oversight capacity. Analytical and feasibility studies, two Concept Notes, two Funding Proposals (including strategic engagements to support development of proposals), technical feedback, site validation and stakeholder engagement will support **Outputs 2.2.1 and 2.2.2** and contribute to **Outcome 2.2**. In parallel, the Climate Strategy, climate risk and emissions tools, decarbonisation strategy, MRV/M&E systems, integrated capacity-building and hands-on technical support will support **Output 2.3.1** and contribute to **Outcome 2.3**.

Under **Objective 3**, the readiness activities will strengthen South-South learning and collaboration through an ESG Community of Practice, a South-South climate finance knowledge-sharing forum, peer exchange visits and DAE Community of Practice participation.. These activities will contribute to **Output 3.2.1** and **Outcome 3.2** by creating practical collaboration mechanisms and sustained learning channels among developing-country institutions.

The intended long-term impact is a more climate-ready NSIA with stronger institutional systems, improved technical capability, a more mature GCF pipeline, enhanced implementation readiness, and deeper South-South partnerships. This will enable NSIA to mobilise and deploy climate finance more effectively and at greater scale in support of Nigeria's low-carbon and climate-resilient development priorities

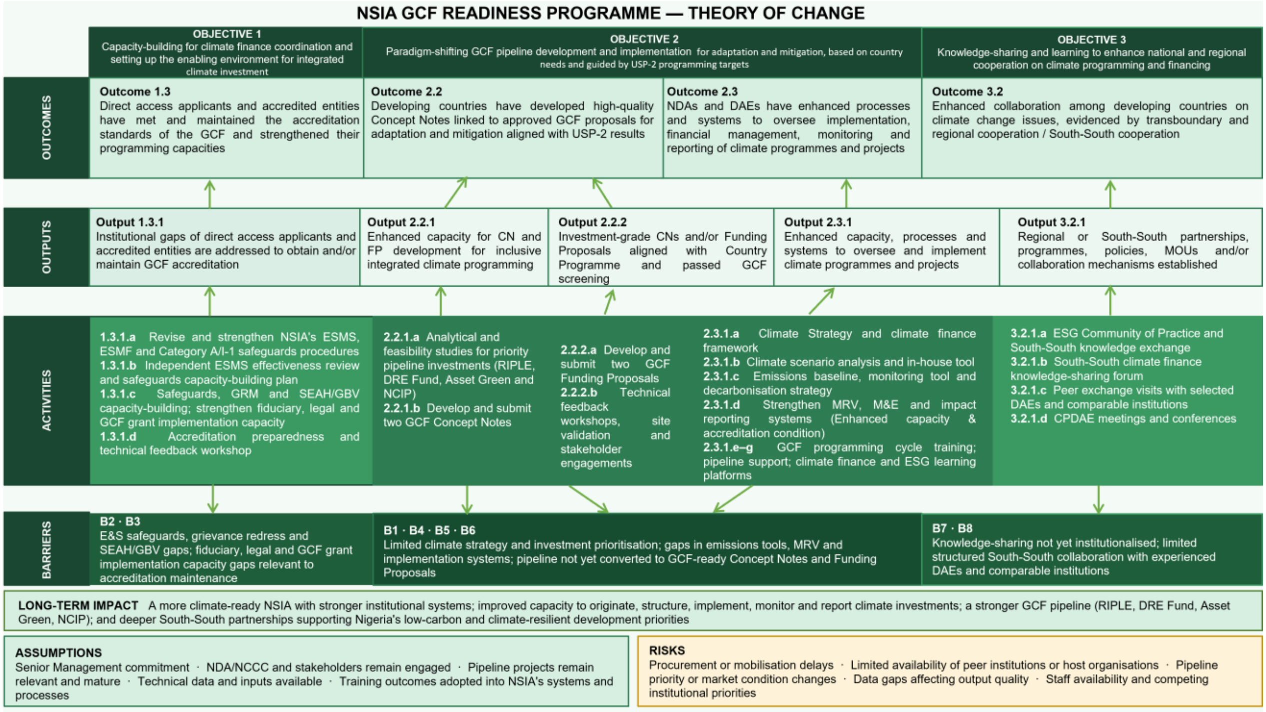
Barriers	Readiness objective	Linked outputs	Linked outcomes	Summarised activities
B2. B3.	Objective 1:	Output 1.3.1	Outcome 1.3	Revise and strengthen NSIA's ESMS, ESMF and Category

	Capacity-building for climate finance coordination and setting up the enabling environment for integrated climate investment	Institutional gaps of DAEs are addressed to obtain and/or maintain accreditation	Direct access applicants and accredited entities have met and maintained GCF accreditation standards and strengthened their programming capacities	A/I-1 safeguards procedures; prepare an independent ESMS effectiveness review and safeguards capacity-building plan; deliver targeted safeguards, grievance redress and SEAH/GBV capacity-building; strengthen fiduciary, legal and grant implementation capacity; and conduct an accreditation preparedness and technical feedback workshop.
B6. B1. B4. B5.	Objective 2: Paradigm-shifting GCF pipeline development and implementation for adaptation and mitigation, based on country needs and guided by USP-2 programming targets	Output 2.2.1 Capacity enhanced for Concept Note and Funding Proposal development. Output 2.2.2 Investment-grade Concept Notes and Funding Proposals prepared and submitted	Outcome 2.2 Developing countries have developed high-quality Concept Notes linked to approved GCF proposals for adaptation and mitigation aligned with USP-2	Conduct analytical and feasibility studies for selected pipeline investments; develop and submit two Concept Notes and two Funding Proposals; and undertake technical feedback workshops, site validation and stakeholder engagement to strengthen proposal quality and country alignment.
		Output 2.3.1 NDAs and DAEs have enhanced relevant capacity, processes and systems in place to oversee and implement climate programmes and projects	Outcome 2.3 NDAs and DAEs have enhanced processes and systems to oversee the implementation, financial management, monitoring and reporting of climate programmes and projects	Develop NSIA's Climate Strategy with an embedded climate finance framework; conduct climate scenario analysis and develop an in-house tool; establish an operational and portfolio emissions baseline, an emissions monitoring tool and an institutional decarbonisation strategy; strengthen MRV, M&E and impact reporting systems; deliver applied training on the GCF programming cycle and climate project design; provide hands-on technical support for pipeline development; and support access to climate finance and ESG learning platforms.

B7. B8.	Objective 3: Knowledge-sharing and learning to enhance national and regional cooperation on climate programming and financing	Output 3.2.1 Regional or South-South partnerships, programmes, policies, MOUs and/or collaboration mechanisms established among developing countries, including through their DAEs	Outcome 3.2 Enhanced collaboration among developing countries on climate change issues, evidenced by transboundary and regional cooperation or South-South cooperation	Establish an ESG Community of Practice across NSIA investees; establish a South-South climate finance knowledge-sharing forum; coordinate peer exchange visits with selected DAEs and comparable climate finance institutions; and participate in DAE Community of Practice meetings.

Barriers Legend

Barrier No.	Barrier Description
B1	Need to strengthen NSIA's institutional climate strategy, climate finance framework and investment prioritisation architecture.
B2	Need to enhance ESMS/ESMF implementation, Category A/I-1 safeguards readiness, grievance redress and SEAH/GBV capacity.
B3	Fiduciary, legal, procurement, compliance and GCF grant implementation capacity gaps relevant to accreditation maintenance.
B4	Limited in-house tools and systems for climate scenario analysis, emissions monitoring, decarbonisation planning and portfolio climate risk assessment.
B5	Need to strengthen MRV, M&E, impact reporting and implementation oversight systems for climate programmes and projects.
B6	Need to convert NSIA's climate-relevant pipeline into high-quality GCF Concept Notes and Funding Proposals.
B7	Knowledge-sharing across NSIA's investee ecosystem is not yet fully institutionalised.
B8	Limited structured South-South learning and peer collaboration with experienced DAEs and comparable climate finance institutions.



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. Revise and strengthen NSIA's E&S Management System and Category A/I-1 safeguards procedures to improve readiness for higher-risk investments. This activity will include: : I. Reviewing and updating NSIA's ESMS/ESMF procedures to strengthen the identification, categorisation, assessment, management, monitoring and reporting of high E&S risk projects, with specific focus on Category A/I-1 investments; II. Developing practical guidance for Category A/I-1 projects, including E&S screening, ESDD, ESAP preparation and monitoring, stakeholder engagement, grievance management, SEAH/GBV risk management, incident reporting, supervision, escalation and reporting requirements; III. Preparing an independent ESMS effectiveness review report assessing the implementation of NSIA's ESMS, including examples demonstrating the application of the ESMS, lessons learned, and specific recommendations for strengthening its effectiveness for Category A/I-1 projects; IV. Developing a targeted E&S capacity-building plan for NSIA's environmental and social safeguards staff, covering high E&S risk assessment, supervision, ESAP monitoring, grievance management, SEAH/GBV risk management and climate-related safeguards; and Rationale: I. This is a condition to submission of Category A funding proposals to GCF and will strengthen NSIA's ability to oversee complex climate investments and effectively apply appropriate safeguards across E&S, Gender and Climate, for future GCF-supported programmes. II. The ESMS/ESMF update, independent ESMS effectiveness review and E&S capacity-building plan have been sequenced so that findings from the ESMS review and Category A/I-1 procedure update directly inform the design of the safeguards capacity-building programme.
1-3-1.b. Deliver targeted E&S safeguards, grievance redress and SEAH/GBV capacity-building for NSIA staff. Rationale: I. This is a condition to submission of Category A funding proposals to GCF and will strengthen NSIA's ability to oversee complex climate investments and effectively apply appropriate safeguards across E&S, Gender and Climate, for future GCF-supported programmes. II. This activity will include engaging relevant training providers or safeguards specialists to deliver targeted capacity-building for NSIA staff on GCF-aligned safeguards expectations, grievance redress, stakeholder engagement, SEAH/GBV risk management and safeguards implementation requirements.
1-3-1.c. Deliver fiduciary, legal and GCF grant implementation capacity-building for at least 20 NSIA staff. Rationale: I. This activity supports Outcome 1.3 and Output 1.3.1 by strengthening NSIA's institutional capacity to maintain fiduciary standards and comply with GCF requirements as an accredited Direct Access Entity. II. Training at least 20 NSIA staff across relevant functions will improve institutional understanding of grant implementation, legal documentation, procurement, financial controls, reporting obligations and compliance requirements. This will reduce fiduciary, legal and operational risks and strengthen NSIA's readiness to manage GCF resources responsibly

1-3-1.d. Conduct an accreditation preparedness and technical feedback workshop for NSIA, in coordination with the NDA and relevant GCF focal points. Rationale: I. This activity supports Output 1.3.1 by providing a structured process for reviewing NSIA's accreditation maintenance priorities and readiness actions. It will help validate the adequacy of proposed institutional strengthening measures, including safeguards, fiduciary compliance and implementation arrangements, while ensuring alignment with GCF expectations and national climate finance priorities II. The workshop will focus on NSIA's accreditation-related readiness priorities, institutional capacity requirements, safeguards strengthening actions, fiduciary compliance arrangements and proposed implementation approach. NSIA will coordinate closely with the NDA and, where relevant, consult GCF focal points and selected national stakeholders to ensure alignment with GCF expectations and Nigeria's climate finance priorities.

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. Conduct targeted analytical and feasibility studies to strengthen the design, feasibility and bankability of selected NSIA priority pipeline investments. Rationale: I. This activity will include engaging relevant technical consultants to undertake analytical, feasibility and project preparation work required to improve the quality of selected NSIA priority pipeline investments being considered for GCF Concept Note and Funding Proposal development. The work may include project design analysis, feasibility inputs, climate rationale evidence, market assessment, preliminary financial structuring, implementation considerations and other technical inputs required to strengthen proposal quality and bankability II. This activity supports Outcome 2.2 and Output 2.2.1 by strengthening the analytical foundation required to develop high-quality GCF Concept Notes and Funding Proposals. Feasibility inputs, climate rationale evidence, market assessment, financial structuring and project design analysis will improve the technical quality, bankability and implementation credibility of selected NSIA pipeline investments. The activity will also strengthen NSIA's institutional capacity to assess and prepare climate investment opportunities in line with GCF programming expectations and Nigeria's climate priorities

☒ 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. Conduct technical feedback workshops, site validation and stakeholder engagements to strengthen Concept Note and Funding Proposal development. Rationale: I. This activity will include engaging technical support, where required, to facilitate technical feedback and validation workshops with NSIA teams, the NDA, relevant GCF focal points and key project stakeholders during the development of the two Concept Notes and two Funding Proposals. The activity may include local travel, site visits, field verification, consultations with potential executing partners and additional stakeholder engagements to validate project context, technical assumptions, implementation feasibility, institutional arrangements, E&S and gender considerations, beneficiary context, delivery arrangements and other project-specific inputs required to strengthen the submissions. II. This activity supports Outcome 2.2 and Output 2.2.2 by improving the quality, credibility and country alignment of NSIA's Concept Notes and Funding Proposals. Technical feedback workshops, site validation and stakeholder engagements will help test project assumptions, confirm implementation arrangements, identify risks and strengthen project design before submission to the GCF. This will improve stakeholder ownership, reduce the likelihood of material gaps during GCF review and support the development of investment-grade submissions aligned with national priorities.

2-2-2.b. Develop and submit two high-quality GCF Concept Notes for a priority NSIA climate investment. Rationale: I. This activity will include engaging specialist support, where required, to prepare and submit two investment-grade Concept Notes for priority NSIA climate investments aligned with Nigeria's NDCs, GCF USP-2 programming targets, country priorities and GCF investment criteria. The Concept Notes will demonstrate climate rationale, country ownership, paradigm shift potential, sustainable development benefits, implementation feasibility, safeguards considerations and alignment with GCF requirements. The development process will be supported by technical feedback, site validation and stakeholder engagement activities under Activity 2.2.2.b. II. This activity supports Outcome 2.2 and Output 2.2.1 by converting priority NSIA climate pipeline opportunities into structured GCF Concept Notes that are aligned with national climate priorities and GCF requirements. Preparing two Concept Notes is appropriate given NSIA's existing climate-relevant pipeline and will allow the readiness support to strengthen institutional capacity across more than one priority investment area. The activity will improve NSIA's practical experience in developing high-quality submissions that can progress through GCF screening and review
2-2-2.c. Develop and submit two investment-grade GCF Funding Proposal for a mature priority NSIA climate investment. Rationale: I. This activity will include engaging specialist support, where required, to prepare and submit two GCF Funding Proposals for mature priority climate investments within NSIA's pipeline. The Funding Proposals will include the required technical, financial, climate rationale, safeguards, gender, implementation, monitoring and reporting components aligned with GCF requirements. The development process will be supported by technical feedback, site validation and stakeholder engagement activities under Activity 2.2.2.c. II. This activity supports Outcome 2.2 and Output 2.2.2 by advancing mature NSIA climate investments into full GCF Funding Proposals capable of meeting GCF screening and review requirements. Developing two Funding Proposals will help NSIA build practical institutional experience in preparing investment-grade submissions across technical, financial, safeguards, gender, implementation and monitoring requirements. The activity will strengthen NSIA's ability to prepare robust proposals that are aligned with national climate priorities and GCF expectations. III. In developing the funding proposals, the process will include project specific learning visits to institutions and programmes with directly relevant experience in climate investment platform design, blended finance, climate-smart agriculture and integrated dairy investment. For the National Climate Investment Platform, the visits will focus on comparable climate investment platforms such as Brazil's Climate and Ecological Transformation Investment Platform and Rwanda's Ireme Invest, with emphasis on platform governance, mandate coordination, project preparation, pipeline prioritisation, capital mobilisation and institutional roles. For Asset Green, the visits will focus on integrated dairy and climate-smart agriculture models, including DaIMA, FAO Kenya, FONERWA and Baladna Algeria/NIF, with emphasis on climate rationale, GHG methodology, safeguards, land and community considerations, MRV, blended finance and implementation arrangements. IV. To ensure proper coordination, the visits will include NSIA staff, NDA representative & Ministry of Finance representatives V. A detailed project-specific learning visit matrix is provided in Appendix. Prior to commencement, NSIA will submit a final learning visit schedule to the GCF Secretariat for review, confirming the host institutions, learning objectives, delegation composition, timing, joint activities, expected outputs and budget alignment. Each visit will produce a structured learning report with practical recommendations and clear application pathways for the relevant Funding Proposals.

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. Develop NSIA's Climate Strategy, including an embedded climate finance framework. Rationale: I. This activity will include engaging a specialist consultant to develop a comprehensive Climate Strategy for NSIA, with an embedded climate finance framework to guide climate priorities, investment focus areas, capital mobilisation pathways, project selection, portfolio alignment, deployment, monitoring and reporting of climate finance. The process will include internal consultations and knowledge transfer to support institutional ownership and implementation. II. This activity supports Outcome 2.3 and Output 2.3.1 by strengthening NSIA's institutional framework for climate finance programming, project prioritisation, implementation oversight and portfolio alignment. A Climate Strategy with an embedded climate finance framework will provide a structured basis for identifying, assessing, deploying, monitoring and reporting climate finance across NSIA's investments. This will improve NSIA's ability to oversee climate programmes and projects in a coherent, strategic and repeatable manner
2-3-1.b. Conduct climate scenario analysis for NSIA's infrastructure and externally managed investment portfolio and develop an in-house climate scenario analysis tool. Rationale: I. This activity will include engaging a specialist consultant to assess physical and transition climate risks across relevant parts of NSIA's portfolio and develop a practical in-house tool to support climate risk assessment in project appraisal, portfolio management and implementation oversight. The activity will include methodology development, tool design, knowledge transfer and user guidance for ongoing application by NSIA.
2-3-1.c. Establish NSIA's operational and portfolio emissions baseline, develop an in-house emissions monitoring tool and prepare an institutional decarbonisation strategy. Rationale: I. This activity will include engaging a specialist consultant to establish a quantified emissions baseline for NSIA's operations and portfolio, develop a practical internal emissions monitoring tool, and prepare an institutional decarbonisation strategy to guide low-carbon investment decisions, future target-setting and transition planning. The activity will include emissions methodology, calculation templates, reporting guidance and credible emissions reduction pathways. II. This activity supports Outcome 2.3 and Output 2.3.1 by strengthening NSIA's systems for monitoring, reporting and managing climate-related performance across its operations and investment portfolio. The emissions baseline and monitoring tool will provide a practical basis for tracking climate impact, while the decarbonisation strategy will guide low-carbon investment decisions and transition planning. Together, these outputs will improve NSIA's ability to oversee climate programmes and report mitigation-related outcomes credibly.

2-3-1.d. Strengthen NSIA's monitoring, reporting, verification and evaluation systems through an institutional M&E Policy, M&E Framework and impact reporting arrangements. Rationale: I. This activity will include engaging a specialist consultant to support the development of an institutional M&E Policy and M&E Framework for NSIA investments, climate and sustainability activities, including GCF-funded projects. It will also strengthen MRV tools, templates and impact reporting arrangements covering implementation progress, investment performance, E&S outcomes, climate results, reporting obligations, implementation risks and escalation requirements. II. This activity directly supports Outcome 2.3 and Output 2.3.1 by strengthening the systems NSIA requires to oversee implementation, monitor performance and report on climate programmes and projects. The M&E Policy, M&E Framework, MRV tools and impact reporting arrangements will improve NSIA's ability to track investment-level outcomes, climate results, E&S performance, implementation risks and reporting obligations. This will also strengthen institutional readiness for future GCF-funded activities by creating a more formal and consistent basis for monitoring, evaluation and reporting. III. The M&E system is intended not only to strengthen NSIA's overall monitoring, evaluation, and learning architecture, ensuring a more robust framework for tracking implementation progress, measuring results, and informing decision-making but to also satisfy NSIA's accreditation condition. The deliverables of this activity will be submitted to the GCF to show fulfillment of accreditation conditions.
2-3-1.e. Deliver integrated capacity-building for NSIA staff on the GCF programming cycle, climate project design and proposal development. Rationale: I. This activity will include engaging relevant training providers or technical consultants to deliver at least two in-person workshops for at least 20 NSIA staff across investment, E&S, risk, legal, finance and relevant operational teams. The training will cover the GCF programming cycle, including Readiness support, Concept Notes, PPF requests, Funding Proposals, submission requirements, NDA coordination, internal roles and timelines. II. It will also cover applied project design and proposal development, including climate rationale, Theory of Change, GCF investment criteria, climate additionality, project structuring, bankability, financial structuring, safeguards and gender integration, implementation arrangements, and monitoring and reporting requirements III. This activity supports Outcome 2.3 and Output 2.3.1 by strengthening NSIA's capacity to design, develop and oversee GCF-aligned climate programmes and projects. Combining GCF process training with technical project design will improve internal coordination, proposal quality, submission readiness and implementation planning across relevant NSIA teams
2-3-1.f. Provide hands-on technical support to NSIA for climate project identification, appraisal, structuring, PPF preparation, financial modelling, safeguards integration and GCF proposal development. Rationale: I. This activity will include engaging a short-term Climate Finance Expert to work directly with NSIA teams on live pipeline opportunities. The support will cover project origination, climate finance structuring, GCF proposal development, climate rationale development, PPF proposal development, financial modelling, safeguards integration and readiness implementation, while transferring practical knowledge through hands-on engagement. II. This activity supports Output 2.3.1 by strengthening NSIA's practical capacity to identify, appraise, structure and prepare climate projects for GCF financing. Hands-on technical support will help NSIA apply GCF requirements to live pipeline opportunities, including climate rationale development, PPF preparation, financial modelling, safeguards integration and proposal development. This will improve project preparation quality while transferring practical skills to NSIA teams for future climate finance programming. III. The activity will also include a close out and capacity building report to highlight efforts to strengthen NSIA's practical capacity for project development.
2-3-1.g. Support NSIA staff access to relevant climate finance, ESG, safeguards, sustainable investment and blended finance learning platforms. Rationale: I. This activity will support subscriptions, institutional memberships, certificates, repositories of toolkits and learning resources for selected reputable platforms and networks. It will strengthen NSIA staff capacity across climate finance structuring, safeguards, fiduciary standards, monitoring and reporting, blended finance and sustainable investment practices. II. This activity supports Outcome 2.3 and Output 2.3.1 by strengthening continuous institutional learning for climate project design, implementation oversight, monitoring and reporting. Access to relevant platforms, networks, toolkits and learning resources will help NSIA staff remain aligned with evolving good practice in climate finance, ESG, safeguards, sustainable investment and blended finance. This will support knowledge retention and improve NSIA's ability to manage GCF-aligned climate finance activities over time.

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. Establish an ESG Community of Practice across NSIA investees to support peer learning, ESG standardisation and South-South knowledge exchange Rationale: I. This activity will establish a structured ESG Community of Practice across NSIA's investee portfolio, including investees and pipeline projects that may be positioned for GCF funding. The platform will support peer learning and greater consistency in ESG and climate-related practices, including safeguards, climate risk, emissions tracking, grievance management, gender, reporting and implementation challenges. It will also provide a channel for South-South and DAE-to-DAE learning by inviting selected DAEs, regional institutions and comparable climate finance entities from other developing countries to participate in thematic sessions, share relevant implementation experience and contribute to practical learning outputs. II. To ensure the platform moves beyond one-off events, the Community of Practice will be structured as a continuing learning network with agreed thematic priorities, periodic sessions, documented learning outputs and follow-up actions. NSIA will use the platform to maintain engagement with investees, peer DAEs and relevant regional institutions, and to share lessons from its readiness activities, peer exchanges and DAE Community of Practice participation. This will help build a longer-term regional and portfolio-level knowledge network that supports continuous learning, collaboration and practical application of ESG and climate finance lessons.
3-2-1.b. Establish a South-South climate finance knowledge-sharing forum anchored by a workshop for up to 30 key stakeholders. Rationale: I. This activity will convene a knowledge-sharing workshop for up to 30 key stakeholders to establish a South-South climate finance learning forum linked to NSIA's ESG Community of Practice, peer DAE exchanges and regional climate finance collaboration. The forum will bring together NSIA teams, the NDA/NCCC, members of NSIA's ESG Community of Practice, selected investees, relevant government institutions, development partners, private sector actors, civil society organisations, experienced peer DAEs and regional climate finance institutions. II.The workshop will focus primarily on practical learning from experienced DAEs and regional climate finance institutions from developing countries. Sessions will cover GCF programming, readiness implementation, concept note and funding proposal development, safeguards, MRV and M&E systems, blended finance structuring, implementation oversight, reporting and accreditation maintenance. NSIA will use the forum to present its readiness priorities and learning questions, while drawing lessons from institutions with more advanced GCF delivery experience.

3-2-1.c. Coordinate peer exchange visits and structured technical collaborations for 4 NSIA staff with selected DAEs and comparable GCF Accredited Entities/climate finance institutions Rationale: I. This activity will support peer exchange visits and structured technical collaborations for 4 NSIA staff with selected DAEs and comparable GCF Accredited Entities or climate finance institutions relevant to NSIA's GCF readiness, climate finance programming, blended finance structuring, safeguards, accreditation maintenance and implementation oversight. Proposed institutions identified at this stage include AFC, DBN, DBSA, BOAD, BNDES, MUFG Bank, IDB Invest and BRD, with the detailed rationale, expected outcomes, roles, responsibilities and joint activities provided in Appendix [A]. II. The proposed institutions were selected for their relevance to NSIA's mandate, including infrastructure finance, climate investment platforms, catalytic capital mobilisation, private sector climate finance, GCF implementation experience and DAE operating models in developing-country contexts. Prior to commencement, NSIA will submit a final peer exchange schedule to the GCF Secretariat for review and approval, confirming the final institutions, learning objectives, delegation composition, timing, expected outputs, joint activities and budget alignment. III. To ensure the exchanges move beyond one-off visits, each engagement will produce a structured learning report with action points, responsible NSIA teams and application pathways. NSIA will designate focal persons to maintain follow-up with peer institutions and will share lessons through its ESG Community of Practice, knowledge-sharing forum and internal readiness implementation meetings, ensuring that the learning informs NSIA's Climate Strategy, climate finance framework, Concept Notes, Funding Proposals, safeguards systems and M&E/MRV arrangements.
3-2-1.d. Participate in at least two Community of Practice for DAE meetings or conferences to strengthen peer learning, collaboration and institutional knowledge exchange. Rationale: This activity will support NSIA's participation in at least two Community of Practice for Direct Access Entity meetings or conferences. It will strengthen NSIA's engagement with other DAEs, support institutional learning and facilitate collaboration on GCF programming, GCF processes, pipeline development, safeguards, accreditation maintenance and implementation systems.

4.3 Stakeholder Engagement Strategy

The development of this readiness proposal was informed by targeted consultations with NSIA's relevant internal stakeholders, including Senior Management and teams responsible for Sustainability & ESG, Investments, Strategy, Risk, Legal, Finance, Procurement, Portfolio Monitoring and other operational functions involved in investment origination, appraisal, implementation oversight and reporting. These engagements were important in identifying the institutional, technical and operational barriers that affect NSIA's ability to scale GCF-aligned climate finance, particularly in relation to accreditation readiness, ESMS/ESMF implementation, Category A/I-1 safeguards readiness, fiduciary and grant implementation capacity, climate strategy, climate risk analysis, emissions monitoring, MRV/M&E systems, implementation oversight and GCF proposal development.

Senior Management provided strategic direction on the design of the readiness proposal, ensuring that the proposed activities are aligned with NSIA's mandate, its GCF accreditation status and its broader Sustainability Strategy. The consultations also reinforced the need to deepen internal capacity for climate finance programming, strengthen implementation and reporting systems, and improve NSIA's ability to convert climate-relevant opportunities into high-quality Concept Notes and Funding Proposals.

NSIA has also engaged, and will continue to engage, the National Designated Authority (NDA), the National Council on Climate Change (NCCC), Development Bank of Nigeria as a fellow DAE, and relevant national stakeholders to ensure country ownership and alignment with Nigeria's climate priorities. These engagements will support alignment with Nigeria's NDCs, climate finance priorities and GCF programming expectations. The proposed accreditation preparedness and technical feedback workshop will provide a structured platform for engagement with the NDA, relevant GCF focal points, NSIA teams and key stakeholders to review NSIA's readiness priorities, institutional capacity requirements and proposed implementation approach.

During implementation, stakeholder engagement will be maintained as a continuous and cross-cutting activity. NSIA will engage internal teams, investees, executing partners, the NDA, development partners, private sector actors, relevant government institutions and civil society organisations through workshops, technical trainings, bilateral consultations, peer-learning sessions, site validation activities, project-specific learning visits and knowledge-sharing platforms. Civil society engagement will be targeted and activity-specific, particularly where CSO perspectives are relevant to climate finance, gender, safeguards, community rights, food security, climate-smart agriculture, vulnerable groups, grievance redress and SEAH/GBV considerations. These engagements will provide structured channels for stakeholder participation during Concept Note and Funding Proposal development, technical feedback workshops, the ESG Community of Practice, the South-South climate finance knowledge-sharing forum, peer exchanges and project-specific learning linked to NCIP and Asset Green.

Feedback and concerns from stakeholders will be captured through workshop evaluations, structured feedback forms, meeting notes, bilateral follow-ups and periodic implementation reviews. These inputs will be reviewed by the relevant NSIA teams and used to refine implementation, address emerging risks and ensure that the readiness activities remain responsive to institutional needs, stakeholder expectations and national climate priorities. Where feedback relates to safeguards, grievance redress, SEAH/GBV, fiduciary controls, implementation risks, Category A/I-1 readiness or project design, it will be escalated through the relevant internal governance channels for timely resolution.

The readiness support will also strengthen wider ownership by creating mechanisms for two-way learning. The ESG Community of Practice will enable NSIA investees to share practical lessons on ESG performance, safeguards, climate risk, emissions tracking, grievance management, gender, reporting and implementation challenges. The South-South climate finance knowledge-sharing forum, peer exchanges, DAE Community of Practice participation and project-specific learning visits will expose NSIA to tested approaches from experienced DAEs, comparable climate finance institutions and relevant project models, while enabling NSIA to share emerging lessons from its readiness implementation. This approach will help ensure that the readiness outcomes are institutionally owned, nationally aligned and informed by practical stakeholder and peer-learning inputs.

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)
Political	Delayed engagement or limited availability of the NDA, GCF focal points or relevant national stakeholders may affect validation, alignment and timely implementation	Medium	High	Engage stakeholders early, share materials in advance, maintain bilateral follow-ups, document decisions and feedback, and align activities with Nigeria's NDCs and national climate priorities.	NSIA ESG/Sustainability Team; Government Relations Teams; NDA; Relevant Government Stakeholders
Other	Poor-quality consultant outputs or weak alignment of technical deliverables with NSIA's needs and GCF requirements.	Medium	High	Prepare clear Terms of Reference, apply competitive procurement, use milestone-based contracts, shortlist only competent consultants with proven experience, require inception and validation reports, and subject key deliverables to technical review before acceptance	NSIA ESG/Sustainability Team; Procurement Team; Legal Team
Macroeconomic	Exchange rate fluctuations impacting cost estimates	Medium	Medium	Adopt prudent treasury and foreign exchange management measures, including maintaining project funds in USD-denominated accounts until local currency requirements arise, minimizing unnecessary currency conversions, implementing phased conversions aligned with project cash flow needs, and conducting periodic foreign exchange exposure reviews and reconciliations	NSIA ESG/Sustainability Team; Finance Team; Procurement Team

Operational	Delays in implementing readiness activities due to procurement timelines, consultant mobilisation, staff availability or sequencing dependencies across activities.	Low	Medium	Develop a detailed implementation plan with clear timelines, procurement milestones, responsible teams and escalation triggers. Initiate procurement early and monitor progress through periodic implementation meetings.	NSIA ESG/Sustainability Team; Procurement Team; Project Implementation Team
Operational	Incomplete or delayed data from internal teams, investees or portfolio companies may affect speed of delivery for outputs	Low	Medium	Use standardised data templates, assign data owners, agree submission timelines, validate data through departmental review, and document assumptions where data gaps remain.	NSIA ESG/Sustainability Team; Investment Team; Subsidiary Management Team
Operational	Limited participation by staff, investees, executing partners or stakeholders in trainings, workshops, peer learning sessions and the ESG Community of Practice.	Low	Medium	Secure senior management ownership, agree calendars in advance, nominate departmental focal persons, communicate the value of participation, and track attendance and feedback.	NSIA ESG/Sustainability Team; Human Resources; Departmental Heads; Investment Teams; Government Relations Teams
Other	Concept Notes and Funding Proposals may face delays, revisions or quality concerns due to weak climate rationale, incomplete technical inputs, limited feasibility data or evolving GCF feedback	Medium	High	Engage Climate Finance Experts with proven GCF expertise, conduct internal quality reviews, engage the NDA early, align proposals with Nigeria's NDCs and GCF USP-2 priorities, and allow sufficient time for iteration and technical refinement.	NSIA ESG/Sustainability Team; Investment Teams; Climate Finance Expert; NDA
Financial	Money laundering and terrorist financing risks may arise through the procurement of consultants, payment of service providers, third-party vendors, workshop logistics, travel service providers or other counterparties involved in readiness implementation.	Low	High	Apply NSIA's counterparty due diligence procedures prior to onboarding consultants, vendors and service providers, including Know Your Customer checks, beneficial ownership review, sanctions and politically exposed persons screening, adverse media checks and verification of bank account details. Payments will be made only to verified counterparties under approved contracts, through traceable banking channels and against approved deliverables. NSIA will maintain segregation of duties between procurement, contract approval, payment processing and deliverable acceptance. Any suspicious transactions, unusual payment requests or integrity red flags will be escalated to Compliance, Legal, Risk and	NSIA Compliance; Risk; Procurement; Finance; Legal; ESG/Sustainability Team

				Finance for review before payment or contract continuation.	
Reputational	Sanctions risk may arise where consultants, service providers, subcontractors, partners, travel vendors or other counterparties are subject to applicable sanctions or restrictive measures, or where payments are routed through sanctioned persons, entities or jurisdictions.	Low	High	Conduct sanctions screening on consultants, firms, vendors, service providers and relevant beneficial owners before contracting and, where appropriate, before payment. Contracts will include sanctions compliance clauses, representations and termination rights. NSIA will not contract with or make payments to sanctioned persons or entities. Any potential sanctions match will be reviewed and cleared by Compliance and Legal before further engagement. Screening records and decisions will be retained for audit trail purposes.	NSIA Compliance; Legal; Procurement; Finance; Risk Teams
Reputational	Other prohibited practices, including fraud, bribery, corruption, collusion, coercion or obstruction, may arise during consultant procurement, proposal evaluation, contract award, workshop delivery, travel arrangements, invoice processing or acceptance of deliverables	Low	High	Apply NSIA's transparent and competitive procurement procedures (which has been assessed and found satisfactory by GCF), clear Terms of Reference, documented evaluation criteria, evaluation committee review, procurement approvals and contract documentation. All consultants and service providers will be required to comply with applicable anti-fraud, anti-bribery, anti-corruption and prohibited practices provisions. Payments will be milestone or deliverable-based and subject to verification of satisfactory outputs. NSIA will maintain supporting documentation for procurement, evaluation, contracting, deliverable review and payment approval. Any suspected prohibited practice will be escalated through NSIA's compliance, whistleblowing and investigation channels, with Internal Audit involvement where required.	NSIA Procurement; Compliance; Legal; Finance; Internal Audit; ESG/Sustainability Team
Other	Conflict of interest risk may arise in the management of the readiness grant, including procurement of consultants, selection of service providers, evaluation of proposals, contract management, stakeholder	Low	High	Require conflict of interest declarations from procurement committee members, technical evaluators, approving officers, consultants and relevant service providers. Individuals with actual, potential or perceived conflicts will be required to disclose the conflict and recuse themselves	NSIA Procurement; Legal; Compliance; Internal Audit; ESG/Sustainability Team; Project Implementation Team

engagements, peer-learning arrangements or review and approval of deliverables.	from relevant evaluation, approval or oversight decisions. Procurement decisions will be documented and supported by objective evaluation criteria. Contracts will include conflict of interest disclosure obligations, and any identified conflict will be escalated to Legal, Compliance and Procurement for resolution. Periodic internal reviews and audit checks will be used to confirm compliance.

5. Logical Framework (output)

Guidance

Please complete the logical framework in the separate document.

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

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

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

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

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

Unit: No. of Entities

Accreditation Support	Baseline	Target
Post-Accreditation Support	0	1

Expected Deliverables

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

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

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

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

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

Please provide the number of studies, assessments, and other actions to develop CN/FP

Unit: No. of Studies/assessments

Conducted to	Baseline	Target
Conducted for GCF	0	2

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	2

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
Strengthen	0	2

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
1. Overall Implementation Responsibility NSIA, as an accredited Direct Access Entity to the GCF, will be responsible for the overall implementation of the readiness programme. NSIA will lead and coordinate all activities, manage fiduciary oversight, procure and supervise consultants and service providers, monitor implementation progress, engage stakeholders, and submit required reports to the GCF Secretariat. The programme will be coordinated from NSIA's office in Abuja, Nigeria, ensuring proximity to national stakeholders and alignment with Nigeria's climate priorities. Most activities will be implemented in-country, including technical studies, capacity-building, stakeholder engagements, Concept Note and Funding Proposal development, safeguards strengthening, MRV/M&E systems development and knowledge-sharing activities. Selected peer-learning, DAE Community of Practice participation and project-specific learning visits may involve regional or international engagement where directly relevant to the approved readiness objectives, subject to budget alignment and required clearances. **2. Role of NSIA** NSIA will serve as the Delivery Partner and Implementing Entity for the readiness support. Its responsibilities will include: • overall programme coordination and implementation oversight; • procurement and contracting of consultants, trainers and service providers; • fiduciary management, financial oversight, disbursement control and reporting; • quality assurance of technical deliverables, studies, tools, frameworks, training outputs and reports; • coordination with the NDA/NCCC, GCF focal points and relevant national stakeholders; • coordination of stakeholder engagement, technical feedback workshops, site validation and peer-learning activities; • supervision of Concept Note and Funding Proposal development processes; • monitoring of programme progress against approved outputs, indicators, timelines and budgets; • integration of readiness outputs into NSIA's institutional systems, ESGMS, investment processes, climate finance framework, MRV/M&E systems, portfolio monitoring arrangements and GCF proposal development workflow; and • timely submission of required progress, financial, audit, completion and other reports to the GCF Secretariat. **3. Internal Coordination Structure** The NSIA Sustainability and ESG team will coordinate day-to-day implementation of the readiness programme. The team will be responsible for planning, consultant supervision, stakeholder engagement, deliverable review, progress tracking, knowledge management and reporting. The Sustainability and ESG team will work closely with relevant NSIA departments, including Finance, Investments, Strategy, Risk, Legal, Procurement, Portfolio Monitoring, Internal Audit, Operations and other relevant operational teams. This cross-functional structure will ensure that readiness outputs are embedded across the departments responsible for climate finance programming, investment appraisal, fiduciary oversight, risk management, safeguards, implementation monitoring and reporting. Specific technical inputs will be provided by relevant departments based on the nature of each activity. For example, the Investments and Strategy teams will support pipeline development, project appraisal, financial structuring and Concept Note/Funding Proposal preparation; Risk will support climate risk integration and portfolio risk considerations; Legal, Finance, Procurement and Compliance will support fiduciary, legal, procurement and

grant implementation readiness; Internal Audit will support assurance and control considerations; and Portfolio Monitoring will support MRV, M&E, impact reporting and implementation oversight.

4. Oversight and Governance

A Readiness Programme Steering Committee (RPSC) will provide periodic oversight of the readiness programme. The RPSC will include representatives from NSIA Senior Management, the Sustainability and ESG team and relevant departments, including Investments, Strategy, Risk, Legal, Finance, Procurement, Portfolio Monitoring and Internal Audit. The NDA/NCCC may participate as an observer and strategic coordination partner, where appropriate.

The RPSC will review implementation progress, provide strategic direction, support resolution of implementation bottlenecks, review key deliverables and ensure that the programme remains aligned with NSIA's mandate, GCF requirements, Nigeria's climate priorities and the approved readiness objectives. The RPSC will also help ensure that key outputs, including the ESMS/ESMF updates, Climate Strategy, climate risk and emissions tools, MRV/M&E systems, Concept Notes, Funding Proposals and peer-learning outputs are institutionalised within NSIA's relevant systems and processes.

5. Role of External Consultants and Service Providers

NSIA will engage external consultants, trainers and service providers where specialist expertise is required to deliver approved readiness activities. These may include support for ESMS/ESMF and Category A/I-1 safeguards strengthening, independent ESMS effectiveness review, safeguards capacity-building, fiduciary and legal training, Climate Strategy development, climate scenario analysis, emissions baselining, decarbonisation strategy, MRV/M&E systems, analytical and feasibility studies, Concept Note and Funding Proposal development, technical feedback workshops and other specialist assignments.

All consultants and service providers will be procured and managed in accordance with NSIA's procurement procedures and applicable GCF requirements. Contracts will include clear scopes of work, deliverables, timelines, reporting obligations, payment milestones, confidentiality provisions and quality assurance requirements. Payments will be linked to verified deliverables, and all outputs will be reviewed by NSIA before acceptance.

6. Coordination with Stakeholders and Partners

NSIA will maintain close coordination with the NDA/NCCC throughout implementation to ensure country ownership, alignment with Nigeria's climate priorities and consistency with GCF programming expectations. NSIA will also engage relevant government institutions, investees, executing partners, development partners, private sector actors, civil society organisations and other climate finance stakeholders, as relevant to each activity.

Stakeholder engagement will be particularly important for technical feedback workshops, site validation, Concept Note and Funding Proposal development, the ESG Community of Practice, the South-South climate finance knowledge-sharing forum, peer exchange visits, DAE Community of Practice participation and project-specific learning visits linked to the National Climate Investment Platform and Asset Green.

For peer-learning and South-South collaboration activities, NSIA will coordinate with selected DAEs, comparable GCF Accredited Entities, climate finance institutions and project-specific learning partners. Prior to implementation of peer exchanges and project-specific learning visits, NSIA will prepare final schedules confirming the institutions to be engaged, learning objectives, delegation composition, timing, expected outputs, joint activities and budget alignment, and will submit these for the required review and approval.

7. Reporting, Quality Assurance and Institutionalisation

NSIA will maintain a structured implementation tracking system for the readiness programme, covering activity progress, deliverables, budgets, risks, stakeholder engagement, outputs and reporting requirements. Technical deliverables will be reviewed by the Sustainability and ESG team and relevant internal departments before acceptance, with escalation to the RPSC where strategic review or management guidance is required.

NSIA will submit required reports to the GCF Secretariat in line with the grant agreement, approved workplan and applicable reporting requirements. Reporting will be supported by verifiable evidence, including consultant deliverables, workshop records, attendance sheets, technical reports, tools, templates, validation notes, peer-learning reports and financial records.

To support sustainability beyond the readiness period, NSIA will ensure that all final tools, methodologies, templates, reports, training materials and learning outputs are transferred to relevant internal custodians and embedded into NSIA's institutional systems. This will help ensure that the readiness support strengthens NSIA's long-term capacity to originate, structure, implement, monitor and report GCF-aligned climate finance.

6.1.2 Framework Agreements

There will not be use of any entity with existing Framework Readiness and Preparatory Support Grant Agreements (FWA holder)

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
Nana Maidugu	NSIA	Head, Sustainability and ESG	Project Lead	Overseeing the project implementation, workplans and budgets	Nigeria
Abubakar Umar	NSIA	Head, Procurement	Procurement Support Lead	Overseeing all procurement activities in line with NSIA procedures	Nigeria
Nafisa Ahmed	NSIA	Lead, Strategy & Capital Mobilisation	Readiness Implementation Support	Support readiness implementation	Nigeria
Ahmed Rufai Salau	NSIA	Head, Internal Audit	Audit support	Periodic monitoring of implementation status vis a	Nigeria

				vis implementation plan/proposal	
Tayo Ajayi	NSIA	Lead, Climate Investments	Climate Pipeline Support	Support readiness implementation particularly activities under Objective 2	Nigeria
Victory Olives	NSIA	Head, Enterprise Technology and Digital Solutions	IT/Digital Support	Support with integration of tech-enabled outputs into NSIA's IT architecture	Nigeria
Salim Usman	NSIA	Sustainability and ESG	Project Officer	Support project implementation, workplans, budgets, and progress reports	Nigeria
Gbemisola Tella	NSIA	Head, Human Resources	HR Support	Support capacity building initiatives	Nigeria

The Sustainability and ESG will coordinate daily programme operations, including planning, procurement, oversight of deliverables, stakeholder engagement, and reporting. The unit will be supported by other team members across functions providing specific support. A dedicated Readiness Programme Steering Committee (RPSC) will provide periodic oversight (review implementation progress and approve key milestones and reports)

6.3 Fund flow arrangements

NSIA will open and maintain a dedicated bank account for this GCF readiness grant. The grant funds will be held separately and will not be mixed or commingled with funds from other projects, programmes or funding sources. The dedicated account will be used solely for the receipt, management and disbursement of funds relating to this readiness grant, in line with applicable GCF requirements, NSIA's internal financial management procedures and the approved project budget.

Grant proceeds received from the GCF will be maintained in a dedicated USD Project Account. Where expenditures are required in Nigerian Naira (NGN), funds will be transferred from the USD Project Account only as needed to meet approved project obligations. NSIA will ensure that all transfers, conversions and payments are supported by appropriate documentation, approvals and accounting records to maintain a clear audit trail.

For financial reporting purposes, all expenditures incurred in Nigerian Naira and funded through transfers from the USD Project Account will be translated and reported using the average exchange rate for the month in which the expenditure is incurred, in accordance with NSIA's accounting policies and International Financial Reporting Standards (IFRS), specifically IAS 21, *The Effects of Changes in Foreign Exchange Rates* (Paragraph 40). This methodology provides a consistent, transparent and auditable basis for foreign exchange conversion and reporting. Where the USD/NGN exchange rate is highly erratic or subject to significant fluctuation within a given month, NSIA will apply a transaction-date rate on a month-on-month basis rather than the monthly average, in accordance with the exception recognised under IAS 21. This approach will be applied only where market conditions necessitate it and will remain fully consistent with IFRS requirements. The exchange rate methodology applied in each reporting period will be clearly documented and disclosed in the project financial statements submitted to the GCF Secretariat to ensure transparency and audit traceability.

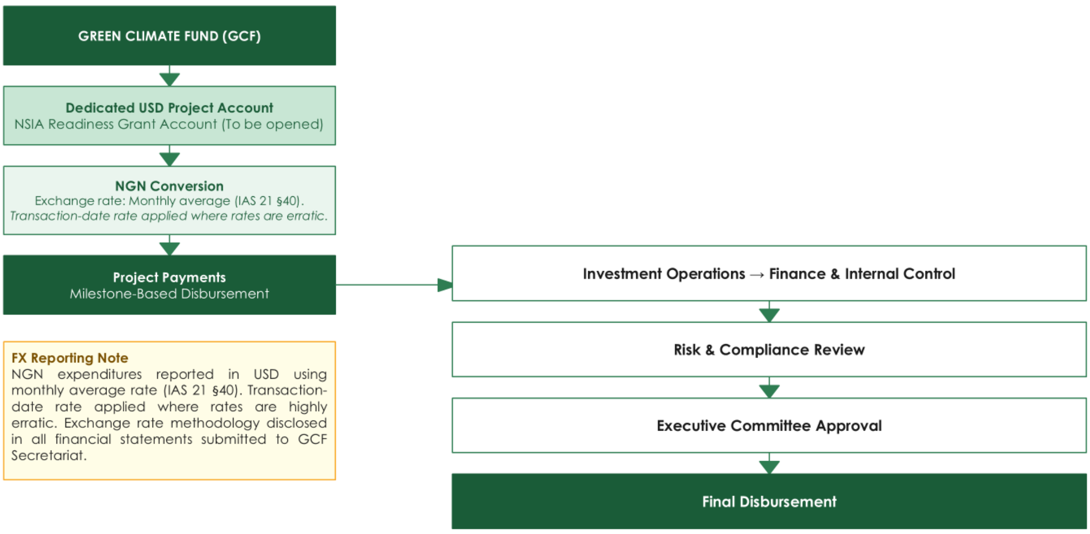
The project will operate under NSIA's existing financial governance and control framework. Upon receipt of invoices and supporting documentation from vendors, consultants or service providers, the responsible project team will prepare a payment memo together with the relevant Job Completion Certificate (JCC), contract references, deliverable evidence and supporting approvals. Payments will be subject to multi-level internal review and authorisation, including initiation by the Investment Operations Team, concurrence by Finance and Internal Control, and review by Risk and Compliance prior to disbursement. Final approvals will be escalated in accordance with NSIA's internal approval thresholds and governance procedures, including Executive Committee approval where required.

Disbursements under the project will primarily be milestone-based and linked to agreed deliverables, implementation progress and contractual obligations. This approach will strengthen accountability, ensure efficient utilisation of funds, and maintain alignment between financial disbursements and approved project outputs.

To manage foreign exchange risks during implementation, NSIA will apply prudent treasury and foreign exchange management measures. These will include maintaining project funds in USD-denominated accounts until local currency requirements arise, minimising unnecessary currency conversions, implementing phased conversions aligned with project cash flow needs, and conducting periodic foreign exchange exposure reviews and reconciliations.

NSIA maintains robust fiduciary oversight and financial control systems supported by Internal Control over Financial Reporting (ICFR) procedures, segregation of duties, internal compliance reviews and risk management protocols. The project will also be subject to NSIA's annual statutory external audit processes, as well as internal audit oversight, to ensure transparency, accountability and compliance with applicable financial management standards, GCF requirements and donor reporting obligations.

GCF Readiness Grant – Fund Flow Diagram



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

No Sanctions

7.6 Grievance Redress Mechanisms

NSIA has established mechanisms through which third parties, stakeholders, affected persons and anonymous complainants may report allegations of possible wrongdoing, misconduct or grievances connected to NSIA's operations, investments and activities. These mechanisms are designed to support transparency, accountability, confidentiality and timely resolution of concerns.

For allegations relating to unethical conduct, fraud, corruption, financial misconduct, conflicts of interest, prohibited practices or other forms of wrongdoing, NSIA maintains a whistleblowing channel through its Tip-Off Anonymous mechanism. This channel enables reports to be submitted confidentially and, where preferred, anonymously. Reports received through this mechanism are reviewed in line with NSIA's internal governance, compliance and investigation procedures, with appropriate escalation to relevant control functions such as Compliance, Internal Audit, Legal, Risk Management and Senior Management, depending on the nature and severity of the allegation. NSIA's approach is intended to protect reporting persons from retaliation and to ensure that allegations are assessed and addressed through appropriate internal processes.

In addition to the whistleblowing mechanism, NSIA has established a dedicated external grievance redress mechanism for environmental and social concerns through its public-facing grievance portal: This mechanism provides an accessible channel for individuals, communities, project stakeholders and other third parties to raise grievances relating to environmental, social, health and safety, stakeholder engagement, land-related, labour, community, gender, SEAH/GBV or other project-related concerns. The grievance mechanism is supported by NSIA's grievance management procedures and is embedded within the Authority's ESG Management System. Grievances received through the external GRM are expected to be logged, screened, categorised by nature and severity, acknowledged, assigned for review, investigated where required, and addressed within defined timelines. The process provides for escalation of material or sensitive grievances to relevant internal functions and governance levels. Where grievances relate to SEAH/GBV or other sensitive matters, they are to be handled with confidentiality, survivor-centred principles, and appropriate referral or escalation arrangements.

During implementation of the readiness support, NSIA will maintain these mechanisms and ensure that stakeholders are informed of available channels for raising complaints, concerns or allegations. Relevant information on the GRM and whistleblowing channels will be communicated during workshops, trainings, consultations, peer-learning activities and engagements with consultants, service providers, investees and other stakeholders.

NSIA will also ensure that complaints and allegations received during implementation are documented, tracked and addressed in accordance with applicable internal procedures. Trends, recurring issues and material grievances will be reviewed periodically to inform adaptive management, strengthen implementation quality and ensure that readiness activities are delivered in a transparent, accountable and responsive manner.

8. Budget

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

9. Other relevant information

9.1 Exit and Sustainability Strategy

The readiness support is designed to leave NSIA with durable institutional capabilities rather than one-off outputs. The exit strategy is therefore anchored on three principles: institutional ownership, operational integration and continuous learning. By the end of the readiness period, NSIA is expected to have strengthened internal systems, trained staff, practical tools, documented methodologies and repeatable processes that will continue to support climate finance programming, GCF pipeline development, implementation oversight and portfolio-level reporting beyond the grant period.

1. Capacity Building and Institutionalisation
The readiness support will deliver targeted capacity-building programmes for NSIA staff involved in climate finance origination, investment appraisal, structuring, implementation oversight, monitoring and reporting. Capacity building will not be limited to standalone training sessions. Specialist consultants engaged under the readiness support will be required to transfer knowledge to relevant NSIA teams through practical working sessions, user guidance, editable templates, methodology notes, tool handover sessions and training materials.
The readiness activities will produce tools, templates and instruments that can be integrated into NSIA's daily operations, including:

- strengthened ESMS/ESMF and Category A/I-1 safeguards procedures;
- an independent ESMS effectiveness review and safeguards capacity-building plan;
- fiduciary, legal and GCF grant implementation training materials;
- a comprehensive Climate Strategy with an embedded climate finance framework;
- an in-house climate scenario analysis tool;
- an operational and portfolio emissions baseline and emissions monitoring tool;
- an institutional decarbonisation strategy;
- an M&E Policy, M&E Framework, MRV tools and impact reporting arrangements;
- analytical and feasibility study outputs for selected priority pipeline investments;
- two GCF Concept Notes and two GCF Funding Proposals, together with supporting templates and working materials;
- peer exchange reports, project-specific learning visit reports and knowledge-sharing materials.

These outputs will be embedded into NSIA's ESGMS, investment appraisal processes, safeguards procedures, portfolio monitoring systems, climate finance framework, MRV/M&E systems, GCF proposal development workflow and internal governance arrangements. This will ensure that the readiness support strengthens how NSIA works, rather than sitting outside existing institutional processes.

2. Integration into Institutional and National Systems
The readiness support will enhance NSIA's existing policies, frameworks and operational practices by strengthening the systems required to mobilise, structure, implement, monitor and report climate finance. The Climate Strategy will provide a clearer institutional basis for aligning NSIA's climate finance activities with Nigeria's NDCs, GCF priorities, NSIA's investment mandate and the Authority's Sustainability Strategy pillars of Strengthened Institution, Sustainable Investments and Strategic Partnerships.
The strengthened ESMS/ESMF, Category A/I-1 safeguards procedures, grievance redress arrangements and SEAH/GBV capacity-building will reinforce NSIA's ability to manage higher-risk climate finance activities within its accredited risk envelope. The fiduciary, legal, procurement, compliance and grant implementation training will support responsible management of future GCF resources and improve internal readiness for grant implementation, reporting and control requirements.
The climate scenario analysis tool, emissions baseline, emissions monitoring tool and decarbonisation strategy will support climate-informed investment appraisal, portfolio monitoring and low-carbon transition planning. The M&E Policy, M&E Framework, MRV tools and impact reporting arrangements will strengthen NSIA's ability to track investment performance, climate and sustainability outcomes, E&S performance, implementation risks and reporting obligations across its portfolio and future GCF-supported activities.

At the national level, NSIA will continue to coordinate with the NDA/NCCC and relevant stakeholders to ensure that readiness outputs remain aligned with Nigeria's climate finance priorities. Technical feedback workshops, site validation, stakeholder engagements, the ESG Community of Practice, the South-South climate finance knowledge-sharing forum, peer exchanges and project-specific learning visits will help disseminate lessons, improve stakeholder ownership and strengthen wider climate finance practice.

3. Sustainability Mechanisms

Sustainability will be supported through internal ownership and a practical knowledge-transfer approach. Selected staff from relevant NSIA departments will be equipped to serve as internal resource persons on GCF programming, climate project design, safeguards, fiduciary and grant implementation, climate risk assessment, emissions monitoring, MRV, M&E, proposal development and implementation oversight. Training materials, methodologies, templates, tools and guidance notes developed under the readiness support will be retained within NSIA's internal knowledge systems and made available for future use.

The in-house tools developed through the readiness support will reduce reliance on repeated external support. This will support continuity, improve data quality and strengthen institutional memory. Internal custodians will be assigned for key outputs, including the Climate Strategy, climate finance framework, climate scenario analysis tool, emissions monitoring tool, decarbonisation strategy, M&E Policy, M&E Framework, MRV tools, safeguards procedures and GCF proposal development materials.

The ESG Community of Practice across NSIA investees will provide a mechanism for continuous learning beyond the readiness period. It will support peer learning on ESG performance, climate risk, emissions tracking, safeguards, grievance management, gender, reporting and implementation challenges. Participation in DAE Community of Practice meetings, peer exchanges with selected DAEs and comparable climate finance institutions, and project-specific learning visits for NCIP and Asset Green will also help NSIA maintain access to tested implementation models and emerging good practice.

4. Exit Arrangements

At programme closure, NSIA will conduct a structured close-out process to confirm that all readiness outputs have been completed, validated, transferred and assigned to appropriate internal owners. This will include:

- final acceptance of consultant deliverables;
- handover of editable tools, templates, methodologies, datasets and user guidance;
- assignment of internal custodians for key outputs;
- storage of final documents within NSIA's internal knowledge systems;
- integration of relevant outputs into NSIA's ESGMS, safeguards procedures, investment processes, portfolio monitoring systems, MRV/M&E systems and GCF proposal development workflow;
- documentation of lessons learned, peer-learning outcomes and follow-up actions.

Overall, the readiness support will leave NSIA with strengthened systems, trained staff, retained tools, improved pipeline development capacity, stronger implementation oversight and sustained learning mechanisms. This will enable NSIA to continue delivering GCF-aligned climate finance beyond the readiness period and support a stronger, more credible climate finance delivery platform in Nigeria.

9.2 Readiness Programme Closure

At the close of the readiness programme, NSIA will implement a structured closure and transition process to ensure that all outputs, tools, methodologies, learning materials, knowledge products and any tangible assets developed or procured under the grant are formally transferred, institutionalised and retained for continued use. The objective is to ensure that readiness support does not end as a set of isolated deliverables, but becomes embedded within NSIA's climate finance systems, safeguards procedures, investment processes, portfolio monitoring arrangements, MRV/M&E systems and GCF programming workflow.

The closure process will be coordinated by NSIA's Sustainability and ESG team, with support from relevant internal departments including Investments, Strategy, Risk, Legal, Finance, Procurement, Portfolio Monitoring, Enterprise Technology and Digital Solutions, Internal Audit and other user departments, as applicable. The process will include final review of all deliverables, confirmation of ownership and access rights, handover of assets and knowledge materials, validation of completion against the approved workplan, financial reconciliation, and documentation of lessons learned.

1. Asset Transfer Plan

All tangible and intangible assets developed or procured under the readiness support will be transferred to NSIA as the accredited Direct Access Entity and designated beneficiary. The asset transfer process will cover the following categories:

- Strategic and institutional outputs: Climate Strategy, embedded climate finance framework, institutional decarbonisation strategy, M&E Policy, M&E Framework, MRV guidance, impact reporting arrangements, implementation procedures and related institutional documents.
- Safeguards and accreditation-related outputs: strengthened ESMS/ESMF, Category A/I-1 safeguards procedures, independent ESMS effectiveness review, safeguards capacity-building plan, grievance redress strengthening materials, SEAH/GBV guidance and safeguards training materials.
- Fiduciary and grant implementation outputs: fiduciary, legal, procurement, compliance and GCF grant implementation training materials, templates, guidance notes and any related procedural tools developed under the readiness support.
- Technical tools and methodologies: climate scenario analysis methodology and in-house tool, operational and portfolio emissions baseline, emissions monitoring tool, emissions calculation templates, decarbonisation planning methodology, data collection templates and user guidance.
- Pipeline and proposal development outputs: analytical and feasibility study outputs, technical assessment reports, Concept Notes, Funding Proposals, site validation notes, stakeholder engagement records, financial modelling inputs, safeguards inputs, gender-related inputs and proposal development templates.
- Knowledge-sharing and peer-learning outputs: ESG Community of Practice materials, South-South climate finance knowledge-sharing forum outputs, peer exchange reports, DAE Community of Practice learning notes, project-specific learning visit reports for NCIP and Asset Green, action plans and follow-up notes.
- Tangible assets, where applicable: any equipment, software licences, subscriptions, digital tools or technology procured specifically to support readiness implementation, subject to GCF and NSIA asset management requirements.

2. Transfer and Handover Process

NSIA will maintain an asset and deliverables register throughout implementation, which will be updated before programme closure. The register will identify each asset or deliverable, its source activity, responsible consultant or service provider, final owner, intended users, storage location, access arrangements, and any maintenance or update requirements.

Before final acceptance, consultants and service providers will be required to submit all final deliverables, editable files, underlying methodologies, datasets, user manuals, training materials and related documentation, where applicable. NSIA will ensure that intellectual property and usage rights for tools, templates, reports and knowledge materials developed under the readiness support are transferred to NSIA in accordance with the relevant contracts and grant requirements. Where proprietary tools, platforms or software licences are used, NSIA will ensure that licence terms, access rights and continuity arrangements are clearly documented.

The Sustainability and ESG team will coordinate handover sessions with the relevant internal users to ensure that staff understand how to use, maintain and update the outputs. This will include practical walkthroughs for tools and templates, internal validation sessions for frameworks, handover of datasets and methodologies, and storage of final materials in NSIA's internal knowledge systems. Where relevant, the outputs will be integrated into NSIA's ESGMS, safeguards procedures, investment appraisal processes, portfolio monitoring systems, MRV/M&E systems, climate finance framework and GCF proposal development workflow.

3. Post-Closure Sustainability

To support continuity after the readiness period, NSIA will assign internal custodians for key outputs. These custodians will be responsible for maintaining, updating and applying the tools, frameworks and knowledge materials within their respective functions. Selected staff who participated in trainings, technical sessions, peer exchanges and project-specific learning visits will also serve as internal resource persons to support knowledge transfer across departments.

The in-house tools developed under the readiness support will be retained for periodic updates and continued use. This includes tools and methodologies for climate scenario analysis, climate risk assessment, emissions monitoring, MRV, M&E, impact reporting, safeguards screening and GCF proposal development. This will help reduce reliance on repeated external support, improve data quality and strengthen institutional memory.

The ESG Community of Practice, South-South climate finance knowledge-sharing forum outputs, peer exchange reports, DAE Community of Practice learnings and project-specific learning visit reports will be retained as institutional resources for continuous learning. These materials will support future work on climate finance strategy, pipeline development, safeguards, MRV/M&E, fiduciary readiness, grant implementation, portfolio-level ESG performance and climate finance delivery.

The ESG Community of Practice across NSIA investees will also provide a post-closure platform for continued engagement, enabling investees to exchange practical lessons on ESG performance, climate risk, emissions tracking, safeguards, grievance management, gender, reporting and implementation challenges. This will help extend the value of the readiness support beyond NSIA's internal systems and into its wider investment ecosystem.

4. Financial and Administrative Closure

NSIA will undertake financial and administrative closure in line with the grant agreement, GCF requirements and NSIA's internal financial governance procedures. This will include reconciliation of the dedicated grant bank account, confirmation of all receipts and payments, review of supporting documentation, verification of milestone-based payments, confirmation of outstanding commitments, and preparation of final financial reports.

Any unutilised funds, exchange differences or outstanding balances will be handled in accordance with the applicable GCF grant agreement and agreed closure procedures. NSIA will ensure that all expenditure records, invoices, Job Completion Certificates, payment memos, approvals, procurement records, contracts, bank statements and foreign exchange conversion records are retained for audit and reporting purposes.

The dedicated grant account will be closed or retained only as required under the applicable closure instructions and NSIA's internal treasury procedures. Final financial closure will be supported by Finance, Internal Control, Risk and Compliance, Internal Audit and the Sustainability and ESG team to ensure that all financial records are complete, traceable and audit-ready.

5. Final Closure Documentation

NSIA will prepare a final programme closure report documenting completed activities, transferred assets, final custodians, financial closure status, outstanding follow-up actions, lessons learned and recommendations for sustaining the results. The report will provide a clear audit trail and confirm that NSIA and relevant beneficiaries are prepared to take ownership and responsibility for the assets, systems, tools, knowledge materials and capabilities developed under the readiness programme.

The final closure package will include, as applicable:

- final technical deliverables and acceptance records;
- asset and deliverables register;
- custodian assignment records;
- consultant completion reports and final invoices;
- financial reconciliation and expenditure records;
- evidence of training, workshops, consultations and peer-learning activities;
- final Concept Notes, Funding Proposals and supporting technical documentation;
- learning reports from peer exchanges and project-specific visits;
- final lessons learned and sustainability recommendations.

Through this structured closure process, the readiness programme will leave NSIA with institutionalised tools, trained staff, assigned ownership, documented methodologies, strengthened safeguards and fiduciary systems, improved pipeline development capacity, enhanced monitoring and reporting arrangements, and sustained learning platforms.