STERLING BANK LIMITED

DFCD Climate Finance Programme

CONSOLIDATED TERMS OF REFERENCE

Engagement of Technical Consultant for Strengthening Climate Finance Capabilities, E&S/GESI Integration, and Climate Risk Management Systems

Including Strengthening of an Integrated Climate Finance Desk and Ecosystem

Supported by
Dutch Fund for Climate and Development (DFCD)
through SNV Netherlands Development Organisation

April 2026

Table of Contents

Table of Contents 2
1. BACKGROUND 4
2. PROJECT DESCRIPTION 4
3. PROGRAMME OBJECTIVES 5
3.1 Overarching Objective 5
3.2 Specific Objectives by Workstream 5
Capacity Building — Climate Finance, E&S and GESI Integration 5
Loan Monitoring & Climate Risk System Enhancement (LMCRS) 5
Climate Risk Disclosure, Policy & Governance 5
Embedded Frameworks and SOPs (as required) 6
4. PROGRAMME STRUCTURE 7
4.1 Process Flow 7
5. KEY GAPS AND STRATEGIC RATIONALE 8
5.1 Workstream A: Capacity Building — Climate Finance, E&S and GESI Integration 8
Strategic Rationale 8
Identified Gaps 8
5.2 Workstream C: Loan Monitoring & Climate Risk System (LMCRS) 9
Strategic Rationale 9
Identified Gaps 9
5.3 Workstream D: Climate Risk Disclosure, Policy & Governance 9
Strategic Rationale 10
Identified Gaps 10
6. DETAILED SCOPE OF WORK 11
6.1 Workstream A: Capacity Building – Climate Finance, E&S and GESI Integration 12
6.1.1. Climate Finance Training 12
a) Training Needs Assessment 12
b) Curriculum Development 12
c) Training Delivery 13
d) Post-Training Support 13
6.1.2. E&S and GESI Training 14
a. Training Needs Assessment 14
b) Curriculum Development 14
c) Training Delivery 15
d) Post-Training Support 15
Cross-Track Integration 15
6.2 Workstream C — Loan Monitoring & Climate Risk System (LMCRS) 16
6.3 Workstream D — Climate Risk Disclosure, Policy & Governance 17

6.4 Continuous Validation (UAT and M&E) 17
7. DELIVERABLES AND TIMELINE 18
7.1 Workstream A — Capacity Building (and embedded frameworks) 18
7.2 Workstream C — Loan Monitoring & Climate Risk System (LMCRS) 18
7.3 Workstream D — Climate Risk Disclosure, Policy & Governance 19
7.4 Integrated Programme Timeline 20
8. PAYMENT MILESTONES 21
9. QUALIFICATIONS & EXPERIENCE REQUIREMENTS 21
9.1 Firm-Level Experience 21
9.2 Key Personnel 22
9.3 Crosscutting Skills 24
10. IMPLEMENTATION REQUIREMENT 24
11. PROPOSAL SUBMISSION AND EVALUATION 24
APPENDIX 1 — PROPOSAL SUBMISSION REQUIREMENTS 25
A1.1 Mandatory (Administrative) Documents 25
A1.2 Technical Proposal 25
a) Understanding of the Assignment 25
b) Methodology & Work Plan 25
c) Team Composition 26
d) Relevant Experience 27
e) Framework Familiarity 27
A1.3 Financial Proposal 28
A1.4 Consortium Eligibility 28
APPENDIX 2 — GLOSSARY OF ACRONYMS 29
APPENDIX 3 — EXPANDED IMAGES/FIGURES 31

1. BACKGROUND

Sterling Bank is committed to strengthening its institutional capacity to monitor and resolve credit risks across the entire loan lifecycle, while managing its environmental, social, and climate-related risk exposures and advancing climate finance and inclusive lending practices. As a financial institution operating in sectors critical to Nigeria's green transition — particularly agriculture and renewable energy — the Bank recognises the material risks posed by climate change, environmental degradation and social inequality.

The Bank has made significant progress in developing and operationalising key frameworks, including:

- An Early Warning, Loan Monitoring and Remediation (EWLMR) framework for traditional credit risk management post-disbursement.
- An Environmental and Social Management System (ESMS); and
- A Climate Risk Policy and Decarbonisation Strategy that addresses emerging financial risks.

The Bank has also expanded its climate finance and inclusive product offerings through its HEART (Health, Education, Agriculture, Renewable Energy, Transportation) strategy, to capture opportunities in the sustainable finance space. Notwithstanding these advances, internal system appraisals — most notably the 2023 Climate Risk Analysis and Opportunity Assessment — have identified persistent gaps in implementation, integration and capacity across business units.

Evolving investor and regulatory expectations on climate risk management further underscore the need for action. These include the adoption of science-based targets aligned with the Science Based Targets Initiative (SBTi), the use of plausible climate scenarios, alignment with PCAF's methodology for financed-emissions accounting, and compliance with the Financial Reporting Council of Nigeria's (FRCN) adoption of IFRS S1 and S2 disclosure standards. These requirements demand stronger sustainability and climate risk Governance, Strategy, Risk Management and Target-Setting capabilities.

To address these gaps in a unified manner, Sterling Bank is launching the DFCD Climate Finance Programme — an integrated technical-assistance engagement supported under the Dutch Fund for Climate and Development (DFCD) through SNV Netherlands Development Organisation.

This Terms of Reference (ToR) consolidates the full scope of the programme and invites qualified consultants/firms to submit proposals.

2. PROJECT DESCRIPTION

The Project is a strategic initiative to strengthen Sterling Bank's approach to identifying, assessing, managing and monitoring environmental, social, gender-inclusion (E&S/GESI) and climate-related financial risks and opportunities, while embedding climate finance considerations across core banking operations.

Building on existing efforts — including the ESMS, Climate Risk Policy, Decarbonisation Strategy, the current loan-monitoring system, and prior analytical work the project ensures that the Bank's risk-management framework, corresponding internal capacity, systems and strategy remains fit for purpose, robust, forward-looking and fully aligned with international best practice.

The engagement involves an independent expert integration of the Bank's current frameworks and systems, identification of gaps, and the development of practical, actionable enhancements that strengthen governance, risk integration, stress testing, reporting and disclosure. Ultimately, the project positions the Bank to better manage risk, capture emerging opportunities, and enhance credibility with regulators, investors and other key stakeholders.

3. PROGRAMME OBJECTIVES

3.1 Overarching Objective

To strengthen Sterling Bank's institutional capacity to originate, manage, and monitor climate-aligned financing by embedding climate risk, E&S, and GESI considerations into governance structures, credit processes, product frameworks, and data systems, in line with emerging regulatory and international best practices.

3.2 Specific Objectives by Workstream

Capacity Building — Climate Finance, E&S and GESI Integration

- Build staff capacity in risk screening and mitigation, covering general E&S, GESI and climate-related risks.
- Strengthen climate-risk and GESI integration across lending, risk management and product development to promote portfolio decarbonisation, gender-equitable and inclusive lending.
- Further institutionalise the ESMS and climate-risk strategy, embedding E&S and climate safeguards across business units.
- Support the design of inclusive, climate-smart financial products for agriculture and renewable energy.
- Align internal systems with international E&S, labour, gender-social inclusion standards, and climate adaptation/mitigation objectives.

Loan Monitoring & Climate Risk System Enhancement (LMCRS)

- Automate the capture, aggregation and analysis of loan performance and monitoring data.
- Enable automated alerts, watchlist tagging, SLA management and escalation protocols.
- Standardise monitoring and remediation workflows across all business units and roles.
- Seamlessly integrate with core banking, credit workflow tools and document repositories.
- Provide real-time dashboards for Management, risk units and business teams.
- Strengthen audit trails, data lineage, documentation and compliance with CBN and internal risk standards.
- Improve PDO ratio, reduce breach ageing and accelerate time-to-regularisation.
- Enable systematic identification, tagging and monitoring of climate, E&S and GESI risks/indicators at transaction and portfolio levels.
- Support tracking of climate-finance exposures, inclusion metrics (e.g., women-led businesses) and compliance with internal ESMS and international disclosure requirements.

Climate Risk Disclosure, Policy & Governance

- Assess the robustness, completeness and practical applicability of the Bank's existing Climate Risk Policy and Strategy.
- Provide independent expert review of the policy and embed it into the Bank's overall enterprise risk management — particularly scenario analysis, stress testing and portfolio management.
- Identify gaps and enhancement areas in governance, risk identification, measurement, monitoring and disclosure.

- Provide actionable recommendations including tools, methodologies and implementation pathways.
- Position the Bank's climate-risk framework in line with international best practice and peer institutions.
- Evaluate alignment with leading frameworks and standards, particularly the IFRS S2 reporting requirements.
- Prepare the Bank for the FRCN Readiness Test Assessment, including required documentation and evidence.

Embedded Frameworks and SOPs (as required)

This workstream runs concurrently across all other workstreams. Its objective is to ensure that the governance and operational frameworks, SOPs, and tools required to translate training, system, and policy outputs into institutional practice are developed, embedded, and cross-referenced within the Bank's credit, risk, operational and reporting structures — spanning the E&S and GESI framework, climate risk, disclosure and finance frameworks, and associated eligibility, screening, governance and monitoring tools.

4. PROGRAMME STRUCTURE

To enable clear tracking, execution and alignment with DFCD requirements, the engagement is organised into four distinct but integrated workstreams. Workstream B (Embedded Frameworks) is cross-cutting — it does not stand alone, but represents the framework outputs that are embedded within Workstreams A, C and D.

Workstream	Focus	Primary Outputs
A	Training & Capacity Building	Bank-wide climate finance, E&S and GESI training; Training-of-Trainers; Departmental action plans and institutionalization support
B	Embedded Framework Development	Practical tools, templates and frameworks embedded within Workstreams A, C and D — translating policy into operational instruments
C	Monitoring & System Development (LMCRS)	Design, build and deploy the Integrated Loan Monitoring & Climate Risk System with climate/E&S/GESI tagging and dashboards
D	Climate Risk Policy, Reporting & Governance	Reviewed and enhanced Climate Risk Policy, Decarbonisation Strategy, Sustainable Finance Framework and IFRS S1/S2 disclosure readiness

4.1 Process Flow

Each workstream follows a structured progression: Diagnostic → Design → Develop/Deliver → Validate → Operationalise → Handover. Continuous Validation runs across the programme through Progressive User Acceptance Testing (UAT) for the system, and continuous Monitoring & Evaluation (M&E) for training and adoption — with feedback loops driving iterative improvements.

5. KEY GAPS AND STRATEGIC RATIONALE

The strategic case for each workstream is grounded in specific gaps identified through institutional and external reviews. These gaps and the rationale for closing them are summarised below.

5.1 Workstream A: Capacity Building — Climate Finance, E&S and GESI Integration

Strategic Rationale

Strengthen compliance with the CBN ESRM Framework, NSBP Principles 1–9, IFC Performance Standards, Equator Principles, and IFRS S1/S2 to ensure systematic E&S and climate risk management, while enhancing IFRS S1/S2 readiness through improved data, governance, reporting systems, and FRCN adoption requirements. Improve access to DFI financing by demonstrating strong climate-risk, E&S, and GESI integration, and advance climate adaptation by embedding inclusive, climate-smart safeguards that reduce vulnerability and build resilience in agriculture and renewable energy lending. Increase portfolio resilience by integrating adaptation-focused climate-risk measures into credit appraisal and risk management and promote climate finance and risk outcomes aligned with Nigeria's 2060 Net-Zero target and the UN SDGs.

Identified Gaps

Category	Identified Gaps
Climate Risk	• Standardising climate risk screening and assessment processes to ensure consistent application across business units • Strengthening internal capacity for identifying, monitoring, and reporting climate-linked environmental and social risks, including biodiversity loss, land degradation, labour, and community health impacts, particularly with respect to obligations under IFC PS 5, 6, 7 • Deepening the integration of climate risk metrics within loan origination, monitoring processes, and the credit processing dashboard • Advancing alignment between climate risk implementation practices and standard reporting frameworks to support consistency and regulatory readiness
Climate Finance	• Strengthening sector-specific E&S guidance for climate-smart agriculture, renewable energy, and climate-related projects. • Enhancing the availability of disaggregated data on sustainable lending. • Improving the integration of sustainable finance approaches into product design, assessment, and monitoring. • Developing staff capacity to apply standard climate-finance approaches during project screening and monitoring.
Environmental & Social Risk Management	• Strengthening the application of E&S risk screening and categorisation across all business units. • Enhancing the enforcement and follow-up of Environmental and Social Action Plans (ESAPs) post-disbursement. • Improving the integration of E&S risk metrics within loan origination, monitoring, and the credit-processing dashboard.
Gender Equality and Social Inclusion (GESI)	• Developing more gender- and youth-responsive climate finance products. • Enhancing the availability of disaggregated sustainable lending data by gender, age, and geography.

Category	Identified Gaps
	• Improving the integration of GESI approaches into product design, assessment, and monitoring. • Strengthening staff capacity to apply gender-responsive approaches during project screening and monitoring. • Enhancing alignment between E&S safeguards, GESI objectives, and reporting frameworks.

5.2 Workstream C: Loan Monitoring & Climate Risk System (LMCRS)

Strategic Rationale

Strengthen credit and portfolio risk management through proactive monitoring and improved asset quality, while improving operational efficiency via automation and standardised workflows. Enable real-time, data-driven decision-making through integrated dashboards and analytics, enhance regulatory compliance and audit readiness in line with CBN and internal standards, and embed climate, E&S, and GESI considerations into core loan-monitoring processes to track climate-risk exposures and sustainable-finance portfolios, monitor E&S risks and ESMS compliance, and measure inclusion outcomes and GESI performance. Support alignment with IFRS S1/S2 and broader climate-finance frameworks, while advancing the Bank's digital transformation through an integrated, scalable, and future-ready system.

Identified Gaps

Gap Area	Description
Systems & Data Architecture	Strengthening systems and data architecture to improve reporting consistency, streamline workflows, and enhance integration across platforms
Automation & Early Warning	Enhancing automation of monitoring and early-warning processes to support timely risk identification and remediation.
Real-Time Portfolio Monitoring	Optimizing real-time portfolio monitoring and decision-support capabilities.
Process Consistency	Aligning monitoring and remediation practices across business units.
Audit, Data Lineage & Documentation	Strengthening audit trail documentation and data lineage processes to further enhance compliance and audit readiness.
Climate, E&S and GESI Integration	• Deepening systematic tagging of climate and sustainable finance exposures across the portfolio • Strengthening portfolio-level tracking of E&S risks and GESI indicators • Enhancing alignment with ESMS requirements and IFRS S1/S2 disclosure expectations

5.3 Workstream D: Climate Risk Disclosure, Policy & Governance

The defining driver here is alignment with the International Financial Reporting Standards on sustainability disclosures — specifically IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures).

Strategic Rationale

While elements of these capabilities exist within the Bank, they remain insufficient to meet disclosure expectations. This workstream will strengthen readiness for IFRS S2-aligned reporting by closing identified climate-risk management and disclosure gaps, ensure compliance with FRCN pre-reporting requirements including readiness assessment and phased adoption, enhance credibility with regulators, investors, and DFIs, and position the Bank as a leader in climate-risk management within Nigeria's financial sector.

Identified Gaps

IFRS Pillar	Identified Gap
Governance	Advancing the integration of climate risk into the enterprise risk management framework to formalise governance structures, strengthen accountability and escalation mechanisms, and support robust climate risk reporting, monitoring, and external disclosure
Strategy	Enhancing the Bank's decarbonisation strategy through stress-testing to validate its applicability, strengthen implementation effectiveness, and support informed transition planning.
Risk Management — Forward-Looking Tools	Strengthening the current risk process through the integration of scenario analysis and stress testing to enhance risk identification, resilience assessment, and informed decision-making.
Risk Management — Methodologies	Enhancing financed emissions and carbon accounting methodologies to align with regulatory expectations and industry best practices
Metrics & Targets	Strengthening the development of consistent metrics, targets, and internal reporting systems

6. DETAILED SCOPE OF WORK

This section sets out the consultant's detailed tasks for each workstream. Workstream B (Embedded Frameworks) is delivered through the framework, tool and template outputs called out within Workstreams A, C and D – ensuring operationalization of the following must-have frameworks

1. Environmental & Social (E&S) Framework (ESS) – A
2. Gender & Social Inclusion (GESI) Framework – A
3. Climate Impact Measurement Framework – D
4. Monitoring, Reporting & Verification (MRV) System – C
5. Fiduciary & Reporting Systems (basic governance + reporting) – D
6. Climate Risk Assessment Framework – D
7. Project Screening & Eligibility Framework – A
8. Pipeline / Deal Origination Framework – A
9. Climate Investment Decision Framework (credit + impact) – A
10. Basic Governance Structure (roles, approvals) – D
11. Other relevant policies and Frameworks required for IFRS S1&S2 reporting alignment – D

Workstream B is the cross-cutting framework layer that translates policy into operational instruments. Its outputs are not delivered as standalone deliverables — instead, each framework is built, refined and embedded inside the corresponding host workstream (A, C or D). The frameworks below set out the minimum framework set the Bank expects to be developed, enhanced or operationalised through this engagement, with the host workstream indicated in the right-hand column.

S/N	Framework	Host Workstream
1	Environmental & Social Framework	A — Capacity Building
2	Gender & Social Inclusion Framework	A — Capacity Building
3	Climate Impact Measurement Framework	D — Climate Risk Policy
4	Monitoring, Reporting & Verification System	C — LMCRS
5	Fiduciary & Reporting Systems (governance + reporting)	D — Climate Risk Policy
6	Climate Risk Assessment Framework	D — Climate Risk Policy
7	Project Screening & Eligibility Framework	A — Capacity Building
8	Pipeline / Deal Origination Framework	A — Capacity Building
9	Climate Investment Decision Framework (credit + impact)	A — Capacity Building
10	Basic Governance Structure (roles, approvals)	D — Climate Risk Policy
11	Other relevant policies and Frameworks required for IFRS S1&S2 reporting alignment	D — Climate Risk Policy

Five of the major frameworks (ESS, GESI, Project Screening & Eligibility, Pipeline / Deal Origination, and the Climate Investment Decision Framework) are anchored in Workstream A because they require structured capacity building and operational training to be effective at the front line of credit origination and product

design. Four frameworks (Climate Impact Measurement, Fiduciary & Reporting Systems, Climate Risk Assessment, and Basic Governance Structure) are anchored in Workstream D because they belong to the policy, governance and disclosure layer of the Bank's enterprise risk management. The MRV System sits in Workstream C because it is delivered as a system feature within the LMCRS — automating data capture, tagging and reporting flows for climate, E&S and GESI indicators.

Consultants must demonstrate, in their methodology, how each of the frameworks will be developed, enhanced or operationalised within its host workstream, and how the framework outputs will integrate with the existing ESMS, Climate Risk Policy, Decarbonisation Strategy, Sustainable Finance Framework and the new LMCRS being built.

6.1 Workstream A: Capacity Building – Climate Finance, E&S and GESI Integration

6.1.1. Climate Finance Training

a) Training Needs Assessment

- Map climate-risk checkpoints along the agriculture and renewable-energy credit value chains
- Conduct competency assessment focused on climate-finance across Credit, Risk, Agric Finance, Renewable Energy, and Business Teams
- Assess the current state of climate data infrastructure, internal reporting systems, and product tagging capabilities to identify tooling and process gaps
- Benchmark the Bank's climate finance maturity against peer Nigerian banks and relevant international standards (e.g., PCAF, TCFD adoption levels)
- Review existing credit policies, product manuals, and risk appetite statements for climate-risk integration gaps
- Identify champions and potential internal trainers within key units ahead of curriculum rollout

b) Curriculum Development

Develop modular, practical training content. The minimum module set is set out below.

S/N	Module	Focus Area
1	Climate Finance Foundations	IFRS S1/S2, TCFD/ISSB, Green Taxonomy, NDC, EDFI/DFCD safeguards, climate risk linkages across mitigation and adaptation; Nigeria's climate policy landscape (NEAP, NES, CBN Sustainable Finance Principles, NSBP); overview of Nigeria's Green Taxonomy and alignment with international frameworks
2	Climate Finance Risk Assessment	Identification and assessment of sector-specific physical and transition climate risks and opportunities; mitigation/adaptation strategies; integration into credit risk, project screening, and bankability across agriculture, renewable energy, clean mobility, and energy efficiency; introduction to climate risk classification (acute vs. chronic physical; policy, technology, market, reputational transition risks); sector heat-mapping exercises
3	Advanced Climate Risk Tools & Methodologies	Carbon accounting and financed emissions (PCAF, GHG Protocol; Scope 1–3, baseline setting, portfolio alignment with SBTi); climate scenario analysis and stress testing (NGFS scenarios, qualitative/quantitative analysis, integration into risk appetite, credit decisions, and capital planning); Climate Value-at-Risk (CVaR) concepts; introduction to nature-related financial risks (TNFD framework) and their intersection with climate risk
4	Operationalising Climate Finance	Embedding climate risk screening, categorisation, and ESAP tracking into credit workflows; climate finance eligibility, tagging, and safeguards in product design, pricing, and monitoring dashboards; practical workflow mapping — from origination to disbursement to portfolio review; use of climate risk checklists and decision trees in credit appraisal

5	Transition Finance & Net Zero Planning	Understanding the Bank's role in supporting clients' transition to low-carbon operations; transition finance principles and credible transition plans; alignment with SBTi for financial institutions; portfolio decarbonisation pathways; managing stranded asset risk in high-carbon sectors.
6	Climate Finance Instruments & Market Development	Green/transition loans, blended finance, results-based financing, carbon-linked instruments; access to climate funds/platforms (GCF, GEF, AfDB, CTF, Viability Gap Funding); portfolio strategy for scaling climate finance; sovereign and sub-sovereign climate bonds; carbon markets; structuring first-loss and guarantee mechanisms to de-risk climate lending
7	Nature, Biodiversity & Climate Finance	Introduction to nature-related risks and opportunities (TNFD, NBSAP, Kunming-Montreal Global Biodiversity Framework); linkages between biodiversity loss and financial risk; nature-based solutions as bankable climate finance opportunities; ecosystem services valuation in project appraisal
8	Monitoring, Evaluation & Impact Measurement	Tracking climate finance flows and portfolio alignment; integration of climate KPIs into monitoring systems; impact measurement and validation; use of third-party verification and assurance; alignment with GCF, IFC, and AfDB impact reporting standards; building internal climate data dashboards
9	Reporting & Climate Disclosure	IFRS S1/S2-aligned disclosures (Governance, Strategy, Risk Management, Metrics & Targets); integration into CBN/FRCN regulatory reporting and internal reporting; audit readiness; practical disclosure drafting exercises; managing data quality, estimation methodologies, and forward-looking assumptions; preparing for external assurance.

c) Training Delivery

- In-person sessions for Credit Officers, Risk, Renewable Energy, and senior management teams
- Blended learning approach: in-person workshops supplemented by self-paced e-learning modules for foundational content
- Sectoral case studies on participation in climate-finance ecosystems and partnerships with climate-focused funding platforms
- Apply Inclusive Product Design Canvas to two pilots (e.g., climate-smart Agric-input loan; renewable-energy productive-use asset finance)
- Structured simulation exercises — e.g., climate scenario stress-testing workshop using the Bank's actual portfolio data
- Training-of-Trainers (ToT) component for climate risk, to build internal capacity for ongoing delivery

d) Post-Training Support

- Develop departmental action plans for climate-risk integration, including pathways for climate-finance opportunities and partnerships
- Support identification and institutionalisation of climate-risk indicators across the portfolio
- Provide short-term technical advisory to reinforce institutionalisation
- Conduct a post-training knowledge assessment to measure competency improvement and identify residual gaps
- Support update of credit policy and risk appetite statements to embed climate risk language and thresholds
- Assist in developing a climate finance tagging and tracking mechanism within the Bank's core banking or MIS systems
- Identify and support the Bank's pathway toward relevant climate finance accreditation
- Facilitate the Climate Finance Desk to sustain momentum
- Develop a climate finance learning roadmap aligned to the Bank's strategic plan, with annual refresher touchpoints

6.1.2. E&S and GESI Training

a. Training Needs Assessment

- Conduct a structured E&S and GESI competency assessment across Credit, Risk, Sustainability, Compliance, Agric Finance, and Business Teams
- Map E&S and GESI checkpoints along the agriculture and renewable-energy credit value chains
- Review current ESMS documentation (policies, procedures, screening tools, ESAP templates) for adequacy and operational gaps
- Identify high-risk sector portfolios where E&S exposure is greatest and prioritise training accordingly
- Map existing GESI data collection practices across lending and client-facing processes
- Identify E&S and GESI champions across business units to anchor the Training-of-Trainers programme

b) Curriculum Development

Develop modular, practical training content. The minimum module set is set out below.

S/N	Module	Focus Area
1	E&S, GESI & ESG Foundations	IFC Performance Standards (PS1–PS8 overview), CBN ESRM Framework, NSBP, Equator Principles, World Bank gender inclusion guidelines, 2X Challenge Criteria, GCF Gender Policy, ILO core labour conventions, UNGPs; integrated understanding of E&S and GESI linkages; overview of Nigeria's E&S regulatory landscape (NESREA, NAFDAC, SON, State EPAs); understanding how E&S and GESI obligations are triggered in the credit lifecycle
2	E&S Risk Assessment & Categorisation	Identification and assessment of sector-specific E&S risks; E&S categorisation (A/B/C); integration of GESI inclusion lenses (women, youth, MSMEs, persons with disabilities) into credit risk and project screening; sector-specific risk deep-dives; use of E&S risk checklists and due diligence questionnaires; practical categorisation exercises
3	IFC Performance Standards — Applied	Deep-dive across all eight IFC Performance Standards with applied case studies: PS1 (Assessment & Management); PS2 (Labour & Working Conditions); PS3 (Resource Efficiency & Pollution Prevention); PS4 (Community Health, Safety & Security); PS5 (Land Acquisition & Involuntary Resettlement); PS6 (Biodiversity & Living Natural Resources); PS7 (Indigenous Peoples); PS8 (Cultural Heritage) — with emphasis on the standards most relevant to Nigeria's agricultural and energy lending contexts
4	Operationalising the ESMS	Embedding E&S and GESI screening, categorisation, and ESAP development and tracking into credit workflows; integration of inclusion metrics into product design and monitoring dashboards; walkthrough of the Bank's ESMS documentation suite; practical ESAP drafting and monitoring exercises; use of ESMS in loan origination, disbursement, and portfolio review stages
5	Labour Standards, Supply Chain & Human Rights Due Diligence	ILO core conventions (child labour, forced labour, freedom of association, non-discrimination); supply chain due diligence obligations under UNGPs and emerging EU CSDDD requirements; conducting human rights impact assessments; identifying and managing labour risks in agric-value chains and construction; forced and child labour red flags in client operations
6	Stakeholder Engagement, GESI & Just Transition	Inclusive and gender-responsive stakeholder engagement; Free, Prior and Informed Consent (FPIC) for community-level lending; human rights due diligence; grievance redress mechanism design and management; disclosure practices; just transition principles; practical GRM design workshop; managing community conflict and reputational risk; engaging marginalised groups — women, youth, persons with disabilities, displaced communities
7	Gender-Responsive & Inclusive Finance	Applying the 2X Challenge and GCF Gender Policy criteria in product design and client assessment; collecting and using sex-disaggregated and GESI data; designing gender-responsive loan products and service delivery models; women's financial inclusion barriers and enablers in Nigeria; integrating disability inclusion and youth-responsive approaches; GESI integration into appraisal reports and monitoring
8	Biodiversity, Ecosystem Services & Nature-Related Risk	Introduction to IFC PS6 in depth; biodiversity risk identification for agric-lending, forestry, and energy infrastructure; ecosystem services valuation; critical habitat assessment; linkages between TNFD and E&S risk management; managing land-use change risks in agricultural portfolio

9	Monitoring, Evaluation & Impact Measurement	Integration of E&S and GESI indicators into loan monitoring systems; tracking inclusion and safeguard outcomes; KPI development and validation; sex-disaggregated data collection, analysis, and use; preparing E&S monitoring reports for DFI lenders and regulators; managing non-compliance and corrective action plans
10	ESG Reporting & E&S Disclosure	Aligning E&S and GESI performance data with sustainability/ESG reports; CBN ESRM reporting requirements; integration with IFRS S1/S2 sustainability-related disclosures; GRI Standards relevant to E&S and social performance; preparing E&S sections of annual reports and DFI progress reports; audit readiness for E&S data

c) Training Delivery

- In-person sessions for Sustainability, Compliance, Credit Officers, Agric Finance, and frontline staff
- Training-of-Trainers (ToT) programme with dedicated facilitator guides and resource packs, enabling ongoing internal E&S and GESI capacity building
- Sectoral case studies illustrating E&S and GESI application in agriculture and renewable energy lending — including Nigerian and West African examples where available
- Virtual site assessment simulation — applying E&S screening and ESAP development to a real or mock project scenario
- Role-play exercises for stakeholder engagement and grievance redress scenarios
- Blended delivery: in-person workshops supported by job aids (quick reference cards, checklists, decision trees) for use in day-to-day credit work
- Dedicated session for senior management on E&S governance, Board-level oversight, and DFI relationship management

d) Post-Training Support

- Update screening templates, E&S questionnaires, and inclusion tools in the ESMS
- Develop/Integrate the Bank's E&S and GESI Frameworks into revised credit procedures and product manuals
- Provide short-term technical advisory to reinforce institutionalisation
- Conduct a post-training knowledge assessment and competency re-evaluation to measure improvement
- Support revision of the Bank's ESMS policy and operational procedures based on gaps identified during training
- Develop sector-specific E&S/GESI guidance notes for high-risk portfolios
- Support development of a GESI Action Plan with measurable targets, timelines, and responsible units
- Establish a periodic internal E&S and GESI review mechanism
- Facilitate the Climate Finance Desk to sustain momentum
- Facilitate the Bank's engagement with relevant E&S/GESI peer learning networks

Cross-Track Integration

While the Workstream is structured into two distinct training tracks, the Consultant shall ensure coherent, integrated delivery with all materials cross-referenced and terminologically consistent across tracks, and cross-track participation recommended for staff whose responsibilities span Climate Finance, E&S, and GESI functions.

6.2 Workstream C — Loan Monitoring & Climate Risk System (LMCRS)

The consultant will design, build, integrate and deploy a complete automation solution covering all key monitoring processes defined within EWLMR, including sub-modules for tracking, reporting and remediation documentation. The work is delivered through seven sequential phases, shown in the flow below. Each phase feeds the next; Progressive UAT findings loop back from Phase E to Phases C and D for iterative refinement before Go-Live.

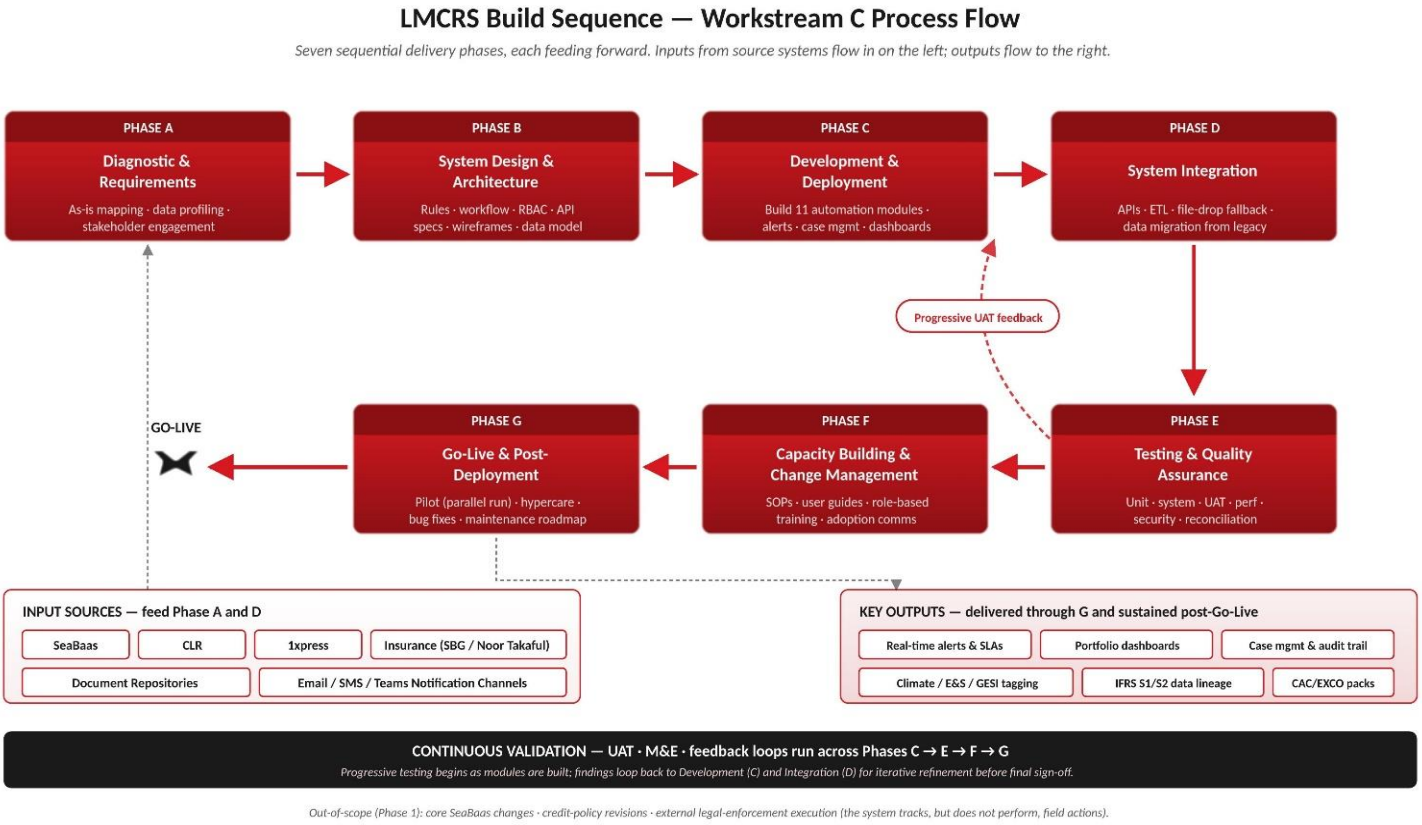


FIGURE 1: See expanded image in Appendix 3

Phases A–C cover diagnostics, system design, and deployment of the LMCRS, including end-to-end workflow mapping (disbursement to recovery), data profiling (core banking and insurance, repositories), stakeholder engagement, and identification of risks, gaps, and automation opportunities. The system will feature a rules and workflow engine, data integration, case management, RBAC, dashboards, and configurable triggers (e.g., overdue payments, breaches, expiries), alongside full automation of loan monitoring processes such as maturities, PDOs, overdrafts, excess limits, product compliance, portfolio movements, CAC reporting, collateral/insurance tracking, documentation deferrals, and recovery workflows. Core capabilities include real-time alerts with SLAs, automated task routing, audit trails, maker-checker controls, automated reporting packs, and remediation tracking.

Phases D–G cover integration (APIs, ETL, RPA fallback, data migration), testing and QA (including UAT and reconciliation), capacity building (SOPs, training, adoption), and go-live support (pilot, hypercare, reporting, and upgrade roadmap).

Scope includes full automation of loan monitoring processes, while excluding core system changes, and external legal enforcement, outside the Consultant's mandate.

6.3 Workstream D — Climate Risk Disclosure, Policy & Governance

Given the Bank's planned disclosure, the scope of this workstream is set to ensure that the policies developed align with IFRS S1 and S2. The work is delivered in two phases: Pre-Disclosure (framework strengthening and readiness) and post-disclosure (implementation and operationalisation).

Phase A — Pre-Disclosure (Framework Strengthening & Readiness):
Review and enhance the Climate Risk Policy, Decarbonisation Strategy, and Sustainable Finance Framework through a detailed IFRS S1/S2 gap analysis (disclosures, data sources, gaps, responsibilities). Strengthen governance and oversight structures; refine transition-risk measurement (including financed emissions methodologies); optimise portfolio decarbonisation pathways through quantitative analysis and stress testing; enhance physical-risk assessment (including geospatial considerations); and develop an integrated Climate-Risk Assessment Framework embedded in credit and investment processes. Align sustainable finance approaches with global best practice, including taxonomy, eligibility, and impact tracking.

Assess current integration of climate risk across credit origination, risk management, and portfolio monitoring against IFRS pillars (Governance, Strategy, Risk Management, Metrics & Targets), and define processes to embed climate risk and opportunity management across the value chain. Benchmark against IFRS S1/S2, global standards, and peers to identify priority gaps and quick wins for disclosure readiness.

Phase B — Post-Disclosure (Implementation & Operationalisation):
Support development and validation of IFRS S1/S2-aligned disclosures, ensuring consistency with frameworks and FRCN expectations. Translate frameworks into operational tools (screening tools, risk templates, scenario analysis, dashboards) and embed them into credit appraisal, risk governance, and portfolio monitoring. Build internal capacity through targeted training and practical guidance on climate-risk assessment and reporting.

Strengthen data, systems, and metrics through climate-risk data architecture, KPI tracking, and aligned data processes. Deliver a phased implementation roadmap for full IFRS S1/S2 integration into enterprise risk management, including governance enhancements, continuous improvement mechanisms, and a prioritised, function-based execution plan with defined responsibilities, timelines, and effort for gap closure.

6.4 Continuous Validation (UAT and M&E)

Across all workstreams, the consultant shall implement continuous validation through (i) Progressive UAT for system components as they are built, (ii) continuous Monitoring & Evaluation for training and adoption, and (iii) feedback loops that drive iterative improvements before final sign-off.

7. DELIVERABLES AND TIMELINE

The deliverables are organised by workstream. Indicative weeks are provided; the consultant will refine and finalise the schedule in the Inception Report.

7.1 Workstream A — Capacity Building (and embedded frameworks)

S/N	Activity	Deliverables	Timeline
1	Inception & Planning	• Inception report • Detailed workplan and methodology • Stakeholder engagement plan • Training Needs Assessment Report • Draft curriculum and materials • Finalised training modules	Week 1
2	Training Sessions	• Delivery of training sessions (including ToT) • Practical guidance notes on integrating emerging climate-finance opportunities into product development and portfolio strategy • Post-training report and departmental action plans	Weeks 1–4
3	Diagnostic Review of Existing Frameworks	• Review of E&S and GESI Policy, Climate Risk Policy & Decarbonisation Strategy, and Sustainable Finance Framework • Assessment of current methodologies (transition risk, physical risk, PCAF approach)	Weeks 1–2

7.2 Workstream C — Loan Monitoring & Climate Risk System (LMCRS)

S/N	Activity	Deliverables	Timeline
1	Process Mapping & Design	• Process and control maps (as-is and to-be) • Responsibility Assignment Matrix (RACI) • SLA catalogue across processes	Weeks 1–2
2	Rules & Alerts Configuration Design	• Rules and Alerts Library per process (data sources, trigger logic, recipients, SLAs, escalation chains)	Weeks 2–3
3	Systems Integration Design & Setup	• Integration specifications and architecture • Configured data ingestion from core banking, portfolio, insurance systems and document repositories • Notification setup (email, SMS, Teams, task inboxes)	Weeks 3–5
4	Dashboard & Reporting Development	• Portfolio cockpit dashboards (PDO ratio, expired ODs, excess limits, breaches) • Collateral and valuation monitoring dashboards • Insurance expiry boards and deferrals heatmap	Weeks 4–6
5	Case Management Module Development	• Configured case-management system (tasks, comments, attachments, due dates, ageing tracking)	Weeks 5–6
6	Controls, Audit & Access Management Setup	• Maker-checker workflows • Role-Based Access Control (RBAC) framework • Segregation-of-duties matrix	Weeks 6–7

S/N	Activity	Deliverables	Timeline
		• Audit-trail functionality	
7	Data Quality & Lineage Framework	• Data Quality (DQ) rules and validation checks • Reconciliation logic with portfolio and core banking tools • Exception-management queues and reporting • Data lineage documentation	Weeks 6–7
8	Testing & Documentation	• UAT scripts and execution support • Standard Operating Procedures (SOPs) • Training materials and user guides	Weeks 7–8
9	System Run & Operationalisation	• Run book (job schedules, retries, failure alerts, DR/BCP procedures) • System go-live support	Weeks 8–9
10	Training, Reporting & Close-out	• Training delivery and report • Sustainability roadmap and recommendations (including climate, E&S, GESI integration) • Final project report and handover	Weeks 9–10

7.3 Workstream D — Climate Risk Disclosure, Policy & Governance

S/N	Activity	Deliverables	Timeline
1	Gap Analysis & Benchmarking	• FRCN-reporting-based gap analysis comparing current sustainability reporting against IFRS S1/S2 • Benchmarking against peer institutions	Weeks 2–3
2	IFRS S1/S2 Readiness, Implementation & Control Framework	• IFRS S1/S2 Implementation Roadmap • Support for FRCN Readiness Test Assessment (documentation and submission pack) • Sustainability Disclosure Policy • Sustainability and Climate Risk & Opportunities Assessment Report • Defined methodology for identifying, assessing and managing risks and opportunities • Sustainability Reporting Control Framework • Data governance and validation procedures • Audit-ready documentation structure	Weeks 3–4
3	Enhancement of Policies	• Updated Climate Risk Policy • Climate Risk Assessment Framework (identification, classification, monitoring) • Updated Sustainable Finance Policy • Other Climate Finance/Risk and IFRS S1&S2 reporting related Policy	Weeks 3–5
4	Methodology Development (Quantitative)	• Enhanced transition-risk measurement methodology • Physical-risk assessment and mapping approach • Scenario analysis and stress-testing framework	Weeks 4–6
5	Decarbonisation Strategy Strengthening	• Refined portfolio decarbonisation pathways • Quantitative analysis of decarbonisation levers • Stress-testing outputs and recommendations	Weeks 5–6

S/N	Activity	Deliverables	Timeline
6	Sustainable Finance Framework Enhancement	• Updated framework with improved climate-impact measurement and tracking approach	Weeks 5–6
7	Integration into Risk & Credit Processes	• Recommendations and tools for embedding climate risk into credit workflows and portfolio management • Draft templates (risk registers, screening tools)	Weeks 6–7
8	Draft IFRS S1/S2-Aligned Disclosure Inputs	• Draft climate-related disclosures (governance, strategy, risk management, metrics & targets) aligned with IFRS S1/S2	Weeks 7–8
9	Validation & Stakeholder Engagement	• Workshop sessions to validate frameworks/policies and methodologies • Revised documents based on feedback	Weeks 8–9
10	Finalisation of Frameworks & Tools	• Final Climate Risk Policy, Sustainability Finance/Disclosure Policy and other frameworks/Policies • Final tools and templates (scenario analysis, risk assessment, monitoring tools)	Weeks 9–10
11	Final Report & Presentation	• Consolidated final report • Executive presentation to Management/EXCO	Weeks 10–12

7.4 Integrated Programme Timeline

The workstreams run in parallel as set out below. Continuous UAT and M&E run alongside the technical work from Week 5 to programme close.

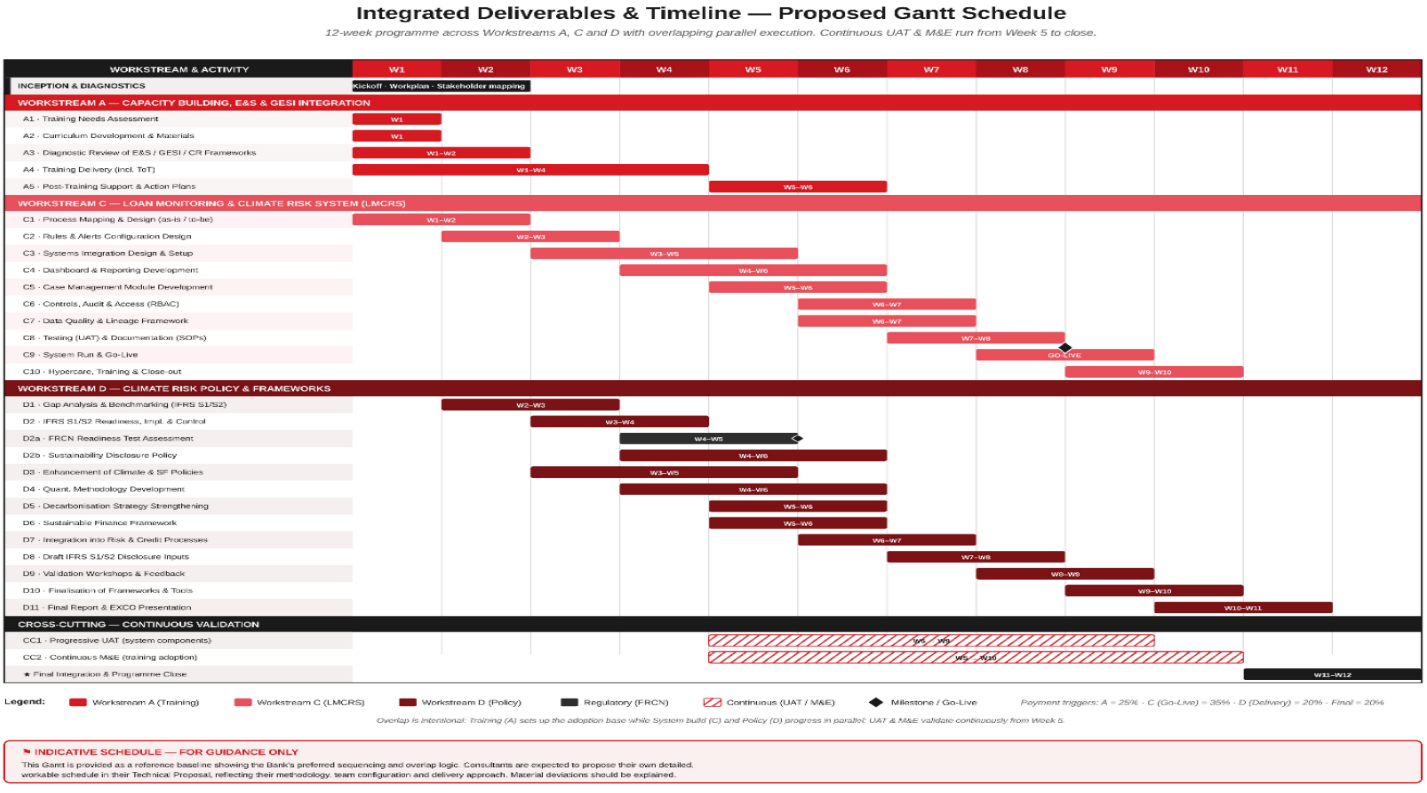


FIGURE 2: See expanded image in Appendix 3

8. PAYMENT MILESTONES

Payments are tied to verifiable milestone completion across the workstreams to align with DFCD tracking and reimbursement requirements.

Workstream	Milestone	Share of Total
A	Training Completion	25%
C	System Deployment (LMCRS Go-Live)	35%
D	Policy Delivery (Climate Risk Policy & Frameworks)	20%
—	Final Integration & Handover	20%

9. QUALIFICATIONS & EXPERIENCE REQUIREMENTS

The consultant (firm or consortium) must demonstrate the following minimum qualifications. Consortium submissions are permitted, with clearly defined roles and a designated lead firm.

9.1 Firm-Level Experience

- Demonstrated experience in climate risk, sustainable finance or ESG and GESI advisory within financial institutions; prior experience in Sub-Saharan Africa preferred.
- Proven track record supporting IFRS S1/S2 or similar frameworks within West African institutions.
- Experience working with banks or DFIs (strong advantage).
- At least 3–5 similar advisory assignments completed.
- Proven track record (minimum 5–7 years) delivering loan-monitoring, credit-risk-management or workflow-automation solutions for banks or financial institutions.
- Demonstrated experience integrating with core banking systems (SeaBaaS, Finacle, Flexcube, T24 or equivalent), credit-liability reporting systems, document-management repositories, and insurance platforms.
- Experience developing real-time dashboards, reporting tools and management information systems (MIS) for risk monitoring.
- Prior experience delivering automation projects aligned with CBN prudential and regulatory reporting expectations is a strong advantage; experience in the Nigerian banking sector is preferred.
- Strong organisational capacity to provide *hypercare support, SLA-based post-deployment maintenance,* and knowledge transfer to in-house teams.
- Demonstrated experience incorporating environmental, social and climate-risk considerations into financial systems or risk frameworks is highly desirable.

9.2 Key Personnel

The Consultant must propose a team covering the roles set out below at a minimum. CVs, professional certificates and signed availability statements must be provided for each named expert. Where a single individual covers two roles or more, this should be declared and justified in the proposal.

S/N	Role / Position	Requirement
1	Team Lead — Climate Finance Training & Capacity Building	• Minimum 10 years' experience in climate finance, climate risk, or sustainable banking in a financial institution context • Advanced expertise in IFRS S1/S2, TCFD/ISSB, Green Taxonomy, NDC frameworks, and Nigeria's climate policy landscape (CBN Sustainable Finance Principles, NSBP) • Demonstrated experience designing and delivering climate finance capacity-building programmes for commercial banks or DFIs, including curriculum development, training delivery, and Training-of-Trainers facilitation • Familiarity with the breadth of climate finance instruments — green and transition loans, blended finance, results-based financing, carbon-linked products, and nature-based solution financing — including voluntary and compliance carbon markets, Article 6 mechanisms, and access to international climate funds (GCF, AfDB, CTF, DFCD) • Advanced degree in Finance, Economics, Environmental Science, or related field; CFA, FRM, or equivalent professional certification is an advantage
2	Team Lead — E&S Training & Capacity Building	• Minimum 10 years' experience in E&S risk management and environmental and social safeguards within a financial institution or DFI-financed context • Deep expertise in IFC Performance Standards (PS1–PS8), CBN ESRM Framework, Equator Principles, and Nigeria's E&S regulatory landscape (NESREA, State EPAs) • Demonstrated experience designing and delivering E&S training programmes for banks or DFIs, including sector-specific case studies and Training-of-Trainers sessions • Experience supporting DFI E&S compliance and developing E&S screening tools, ESAP templates, and categorisation frameworks • Advanced degree in Environmental Science, Natural Resource Management, or related field
3	Team Lead — GESI Training & Capacity Building	• Minimum 10 years' experience in gender equality and social inclusion (GESI) programming, gender finance, or inclusive financial sector development • Strong expertise in the 2X Challenge criteria, GCF Gender Policy, World Bank gender inclusion guidelines, ILO core labour conventions, and UNGPs • Demonstrated experience designing and delivering GESI training programmes for banks or DFIs, including inclusive product design workshops and Training-of-Trainers facilitation • Experience applying inclusion lenses (women, youth, MSMEs, persons with disabilities) to credit appraisal, product design, and portfolio monitoring; familiarity with Nigeria's gender and financial inclusion landscape is an advantage • Advanced degree in Gender Studies, Development Studies, Social Sciences, or related field
4	Key Expert — E&S, GESI & Framework Development	• Minimum 7 years' experience in E&S risk management, ESMS design, and GESI framework development within a financial institution or DFI-financed context • Deep expertise across all eight IFC Performance Standards, CBN ESRM Framework, Equator Principles, 2X Challenge criteria, and GCF Gender Policy, with proven ability to operationalise these standards into institutional policies, procedures, and credit workflow tools • Demonstrated experience developing E&S screening tools, ESAP templates, GESI action plans, sex-disaggregated data collection frameworks, and sector-specific E&S guidance notes • Experience embedding E&S and GESI controls into credit policy documentation, product manuals, and loan appraisal templates; familiarity with DFI E&S compliance reporting requirements
5	Key Expert — Climate Finance Instruments, Blended Finance & Product Framework	• Minimum 7 years' experience in climate finance structuring, blended finance, and sustainable financial product development within a bank, DFI, or advisory institution • Deep knowledge of climate finance instruments — green and transition loans, results-based financing, carbon-linked instruments, viability gap funding, first-loss and guarantee mechanisms, and nature-based solution financing products — and experience embedding these into institutional product frameworks • Demonstrated experience developing climate finance product policy frameworks, eligibility criteria, tagging methodologies, and portfolio monitoring dashboards for financial institutions

		• Familiarity with Nigeria's emerging green finance ecosystem (NGTP, CBN Sustainable Finance Principles, SEC Green Bond Rules), international climate fund structuring requirements, voluntary and compliance carbon market dynamics, and climate-smart agricultural, renewable energy, and nature-based solution product design
6	Team Lead — LMCRS Project Delivery	• Minimum 10–12 years' experience in banking-systems implementation, with at least 5 years leading credit-risk or loan-monitoring automation engagements • Proven record delivering at least 3 comparable end-to-end system implementations for commercial banks or DFIs, from diagnostics through hypercare and go-live • PMP, PRINCE2, or equivalent programme-management certification required • Demonstrable experience managing steering committees, multi-workstream delivery, and executive stakeholder engagement in a CBN-regulated bank environment
7	Lead Solution Architect (LMCRS)	• Minimum 10 years' experience in enterprise systems architecture, including rules engines, workflow engines, data-integration layers, and role-based access control (RBAC) • Demonstrable experience designing API-led integrations with core banking platforms (SeaBaaS, Finacle, Flexcube, T24, or equivalent) and document management and insurance repositories • TOGAF or equivalent architecture certification preferred • Experience with configurable alert and trigger architectures, maker-checker workflow systems, and case-management platforms in banking environments
8	Credit Risk / Loan Monitoring Subject-Matter Expert	• Minimum 10 years' experience in credit risk, loan monitoring, or early-warning frameworks within a CBN-regulated commercial bank • Deep working knowledge of past-due obligations (PDOs), watchlist management, covenant monitoring, collateral and insurance tracking, CAC/credit-committee processes, and resolution and write-off workflows • Familiarity with IFRS 9 ECL inputs, portfolio classification, and CBN prudential reporting requirements • Prior experience supporting automation or digitalisation of credit monitoring and collections processes is a strong advantage
9	Integration / ETL Lead Engineer & Data Engineer	• Minimum 8 years' combined experience in systems integration (REST/SOAP API development, ETL pipelines, RPA fallback ingestion) and data architecture and governance in a banking context • Demonstrable experience integrating with core banking systems (SeaBaaS or equivalent), portfolio repositories, insurance platforms, and document management systems • Proven capability building data-quality rules, exception queues, and reconciliation logs against core banking and portfolio data; familiarity with NDPR data-governance requirements and CBN data standards
10	QA / Test Lead & Information-Security Specialist	• Minimum 7 years' combined experience in QA/testing and application security for banking systems • Demonstrable experience leading UAT, regression, performance, and parallel-run validation, with delivery of auditable test and reconciliation reports; ISTQB or equivalent certification preferred • Strong expertise in application security — SSO/AD, RBAC design, encryption at rest and in transit, and PII protection; CISSP or CISM certification required • Familiarity with NDPR, CBN cybersecurity framework, and security assessment and penetration testing for financial applications
11	Change Management & Training Lead	• Minimum 7 years' experience delivering bank-wide system adoption and change management programmes, including SOP development, train-the-trainer sessions, and post-deployment hypercare support • Proven capability supporting decommissioning of manual trackers and spreadsheet-based controls and managing staff resistance to process automation in a regulated bank environment • Experience developing role-based user manuals, quick-reference guides, and adoption measurement frameworks for core banking or credit operations system rollouts
12	Key Expert — Carbon Accounting, Physical & Transition Risk & Scenario Analysis	• Minimum 7 years' experience in climate risk assessment, carbon accounting, and scenario analysis within a financial institution or advisory context • Expertise in financed emissions methodologies (PCAF, GHG Protocol Scope 1–3), portfolio alignment tools (SBTi for Financial Institutions, PACTA), and familiarity with voluntary and compliance carbon markets — including Article 6 mechanisms, carbon credit integrity standards (VCMI, ICVCM), and nature-based carbon offsets — and their implications for portfolio strategy • Demonstrated experience assessing both physical climate risks — acute (floods, drought, extreme weather) and chronic (temperature rise, sea-level change) — and

		transition risks at asset, sector, and portfolio level; familiarity with physical risk tools (e.g., CLIMADA, XDI, Jupiter Intelligence, or equivalent) • Experience conducting NGFS-aligned climate scenario analysis and stress testing for bank portfolios; familiarity with Climate Value-at-Risk (CVaR) concepts, IFRS S2 risk identification, nature-related financial risks (TNFD), and their application to agricultural, infrastructure, and nature-based solution lending
13	Key Expert — Climate Risk Policy, Governance & Sustainability Reporting	• Minimum 7 years' experience developing climate risk policy frameworks, risk appetite statements, and Board/EXCO governance structures for financial institutions • Deep expertise in IFRS S1/S2 disclosure architecture (Governance, Strategy, Risk Management, Metrics & Targets), TCFD/ISSB alignment, GRI Standards, and CBN/FRCN reporting requirements • Demonstrated experience embedding climate risk into credit policies, product manuals, and internal governance processes, and preparing Board-level climate disclosures, regulatory sustainability reports, and DFI progress reports • Familiarity with international prudential guidance on climate risk governance (NGFS, BCBS, PRA/ECB), external assurance and audit-readiness processes, and integration of E&S and GESI metrics into sustainability disclosures

9.3 Crosscutting Skills

Strong facilitation, analytical, modelling and reporting skills; familiarity with climate-risk data tools and methodologies; ability to deliver hands-on training; ability to provide clear system documentation, SOPs and user guides; and proven capacity to ensure effective knowledge transfer for system sustainability.

10. IMPLEMENTATION REQUIREMENT

All outputs must be practical, implementable and embedded into the daily banking operations of credit, risk and business workflows. Theoretical or stand-alone deliverables that do not translate into operational instruments will not be accepted.

11. PROPOSAL SUBMISSION AND EVALUATION

Interested consultants/firms are invited to submit their proposals via the designated online submission portal. Proposals will be evaluated on the basis of technical quality and financial competitiveness. Submission requirements are set out in Appendix 1 with specific details reflected in the online submission form.

Sterling Bank encourages practical and cost-effective proposals that emphasise institutional capacity building and knowledge transfer.

APPENDIX 1 — PROPOSAL SUBMISSION REQUIREMENTS

Please pay attention to the specific requirements and documentary requests detailed on the online application form.

A1.1 Mandatory (Administrative) Documents

Consultants must submit the following to demonstrate legal status, regulatory compliance and organisational capacity:

- Certificate of Incorporation (CAC) and CAC Status Report.
- Valid Tax Clearance Certificate (last three years) — where available.
- TIN / VAT registration.
- Evidence of statutory compliance (PENCOM, ITF, NSITF, etc— where applicable).
- Company profile.
- At least two (2) client reference letters.
- Relevant sample materials from similar assignments.
- Audited financial statements for the last two (2) years evidencing financial capacity to deliver an engagement of this size.

A1.2 Technical Proposal

a) Understanding of the Assignment

Demonstrate comprehension of Sterling Bank's E&S, GESI, loan monitoring climate-risk-management and climate-finance capacity, process and system gaps — including how these affect lending, regulatory compliance and portfolio resilience within sustainable agriculture and renewable-energy financing — and how they may hamper readiness to report robustly under IFRS S1 and S2 and other regulatory requirements.. The proposal should reflect understanding of how E&S, GESI and climate-risk integration supports the Bank's climate-adaptation and mitigation objectives and demonstrate awareness of emerging climate-finance mechanisms (including carbon-linked instruments and participation in evolving climate-finance platforms). For loan monitoring, demonstrate understanding of where the Bank stands today against best practice and where the consultant will be coming in to standardise.

Supporting documents

- Detailed Technical Proposal demonstrating understanding of the gap and institutional needs.
- Proposed approach to gap assessment and institutional strengthening.
- Sample gap-assessment report (financial-institution context preferred).
- Sample decarbonisation or general ESG strategy document.
- Document demonstrating familiarity with applicable frameworks and regulations.
- Document demonstrating familiarity with automated loan monitoring.

b) Methodology & Work Plan

Provide a clear outline of the approach including the climate-risk and climate-finance needs assessment, curriculum design, delivery methodology (e.g., Training-of-Trainers, participatory simulations, sector-specific case studies, role-based exercises) and post-training institutional support. The methodology should demonstrate practical strategies to embed climate-risk and climate-finance considerations into credit, risk

and product-development processes; to enhance the climate policy and strategy from its current state; and to develop relevant frameworks aligned with IFRS S1 and S2.

For loan monitoring, provide a clear and detailed methodology for the design, enhancement and implementation of an integrated Loan Monitoring and Climate Risk System (LMCRS).

Supporting documents

- Detailed methodology and implementation approach.
- Training Needs Assessment approach.
- Draft training-curriculum outline (climate-risk stress testing, scenario analysis, mitigation and adaptation financing such as climate-smart agriculture, renewable energy, exposure to carbon markets and sustainable marketplaces).
- Sample training agenda and materials (slides, manuals, case studies).
- Description of Training-of-Trainers (ToT) methodology.
- Post-training support plan and post-review support plan for implementation of recommendations.
- Robust plan for systems integration with existing platforms (core banking, credit systems, document repositories) — covering data ingestion, synchronisation and interoperability.
- Defined approach to design and deployment of real-time dashboards and reporting tools, including portfolio-level monitoring (breaches, exposures, collateral, insurance, performance indicators) and role-based access for management and risk teams.
- Methodology for implementing the case-management module — task tracking, workflow management, ageing analysis and audit trails.
- Comprehensive approach to data governance — data-quality rules, reconciliation processes, exception handling and data lineage.
- Clear framework for embedding climate, E&S and GESI risk monitoring into the system, including: climate-risk tagging (physical and transition) at transaction and portfolio levels; tracking of E&S risk categories and ESMS compliance; and monitoring of GESI indicators (e.g., women-owned/led businesses, inclusion metrics).
- Well-defined plan for UAT, system deployment and operationalisation, including SOPs, runbooks and business-continuity considerations.
- Practical and structured approach to capacity building and knowledge transfer.
- Implementation timeline / workplan (Gantt chart).

c) Team Composition

Provide profiles of all proposed experts covering the full set of roles specified in Section 9.2 (Key Personnel). The proposed team must collectively deliver across all four integrated streams

For each named expert, provide their role, total years of relevant experience, and a minimum of two project references involving commercial banks, DFIs, or financial regulators, indicating the nature of the engagement and the expert's specific contribution. Where a single individual is proposed to cover more than one role, this must be explicitly declared with a written justification demonstrating requisite competency across both functions and sufficient capacity to deliver concurrently without compromising quality or timelines. The proposed team must collectively evidence full-spectrum expertise across all four workstreams as defined in Section 9.2, with no material gaps in technical coverage.

Supporting documents

- CVs of the proposed Team Leads and all Key Experts named in Section9.2.
- Document evidencing FRCN licensing to carry out IFRS S1 and S2 reporting.
- Copies of relevant academic and professional certificates — including (as applicable) PMP / PRINCE2, TOGAF, CISSP / CISM, ISTQB, PCAF / GHG Protocol accreditations etc
- Signed statement of availability for each named expert.
- Description of roles and responsibilities of each team member, including any proposed role combinations and the rationale.
- Organisation chart showing reporting lines and day-to-day accountabilities across all 4 streams.
- Evidence of prior collaboration on similar assignments (if applicable).
- For consortium submissions, a memorandum of understanding or equivalent confirming each member's contribution and the lead firm's single-point accountability.

d) Relevant Experience

Provide evidence of similar assignments delivered for financial institutions, DFIs or regulators, covering both (i) climate policy formulation and IFRS S1/S2 disclosure advisory, and (ii) end-to-end banking-systems implementation, particularly in credit risk, loan monitoring or workflow automation. Past experience supporting compliance with best-practice frameworks and successful integration with core banking platforms will be considered a strong advantage.

Supporting documents

- Company profile highlighting relevant expertise across both advisory and systems-delivery streams.
- List of at least five (5) similar assignments completed within the last seven (7) years (client name, scope, duration, brief description). The list must include at least two (2) systems-delivery engagements involving core banking integration and at least two (2) climate-risk/finance, E&S, GESI / IFRS-disclosure advisory engagements.
- Completion certificates or reference letters — with named reference contacts where possible.
- Redacted sample deliverables from comparable assignments (e.g., process maps, architecture diagrams, rules-library extracts, UAT reports or dashboard screenshots).
- Evidence of Sub-Saharan Africa experience (where applicable).
- Evidence of prior ToT or large-scale training delivery.

e) Framework Familiarity

Demonstrate knowledge and application of the key international and national frameworks relevant to this engagement. Depending on the role, these span climate-risk and disclosure standards as well as banking-systems, data-governance and security standards. The Consultant should evidence familiarity with (but not limited to): the Partnership for Carbon Accounting Financials (PCAF) and the GHG Protocol for carbon accounting; IFRS S1/S2 and ISSB standards for sustainability and climate-related disclosures; the CBN ESRM Framework and Nigerian Sustainable Banking Principles; IFC Performance Standards and Equator Principles; IFRS 9 expected credit loss inputs; CBN prudential and credit reporting expectations; and application-security standards including ISO 27001, SOC 2 and the Nigeria Data Protection Regulation (NDPR).

Supporting documents

- Sample policies, strategies, disclosures or similar advisory outputs.
- Relevant professional certifications in climate-risk management, banking-systems delivery, information security and project management.

A1.3 Financial Proposal

The Consultant shall submit a detailed financial proposal covering all costs associated with the assignment, including (but not limited to) design, delivery, training materials, logistics and travel where applicable.

All prices must be quoted in Nigerian Naira (NGN) and must clearly indicate whether amounts are inclusive or exclusive of applicable taxes such as Value Added Tax (VAT), Withholding Tax (WHT) or any other statutory charges.

The financial proposal must:

- Provide an itemised cost breakdown by deliverable and level of expert input.
- Clearly state the applicable tax treatment in accordance with Nigerian regulations.
- Indicate the net payable amount after statutory deductions, where applicable.

A1.4 Consortium Eligibility

Consortium submissions are permitted with clearly defined roles and a designated lead firm. Each consortium member's contribution and accountability must be set out in the technical proposal, and the lead firm will be the single point of accountability to Sterling Bank.

APPENDIX 2 — GLOSSARY OF ACRONYMS

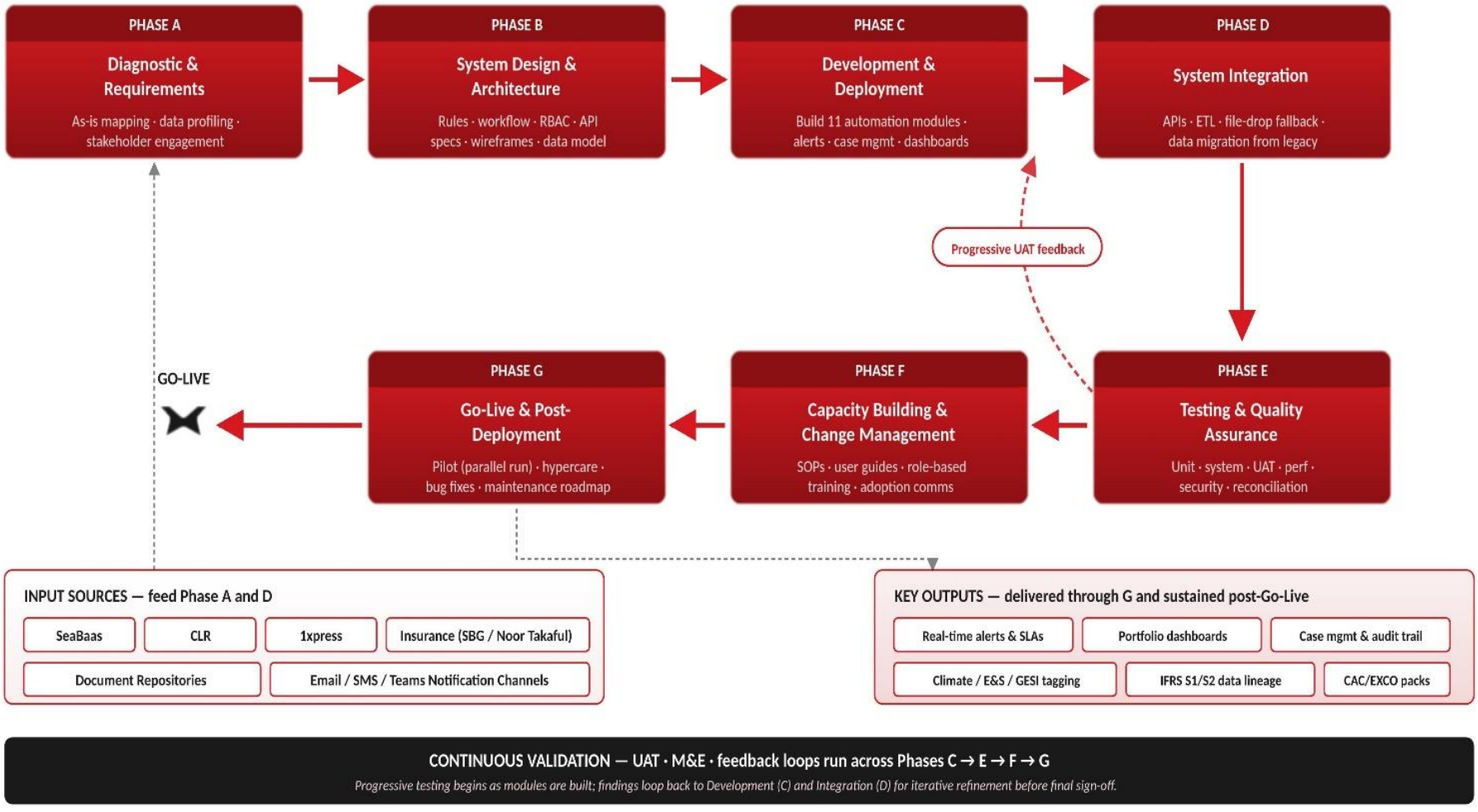
Acronym	Meaning
API	Application Programming Interface
BCP	Business Continuity Planning
CAC	Corporate Affairs Commission / Credit Approval Committee (per context)
CBN	Central Bank of Nigeria
CLR	Credit Liability Report
DFCD	Dutch Fund for Climate and Development
DFI	Development Finance Institution
DQ	Data Quality
DR	Disaster Recovery
E&S	Environmental and Social
ECL	Expected Credit Loss
ESAP	Environmental and Social Action Plan
ESMS	Environmental and Social Management System
ETL	Extract, Transform and Load
EWLMR	Early Warning, Loan Monitoring and Remediation
EXCO	Executive Committee
FRCN	Financial Reporting Council of Nigeria
GESI	Gender Equality and Social Inclusion
GHG	Greenhouse Gas
IFC PS	International Finance Corporation Performance Standards
IFRS S1 / S2	International Financial Reporting Standards on General Sustainability (S1) and Climate-Related (S2) Disclosures
ISSB	International Sustainability Standards Board
IT	Information Technology
KPI	Key Performance Indicator
LMCRS	Loan Monitoring and Climate Risk System
M&E	Monitoring and Evaluation
MIS	Management Information System
NDC	Nationally Determined Contribution
NSBP	Nigerian Sustainable Banking Principles
OD	Overdraft

Acronym	Meaning
PCAF	Partnership for Carbon Accounting Financials
PDO	Past Due Obligation
PMRA	Portfolio Management and Risk Analytics
RACI	Responsible, Accountable, Consulted, Informed
RBAC	Role-Based Access Control
RBE	Regional Business Executive
RM	Relationship Manager
RPA	Robotic Process Automation
SBG	Sterling Bank Group
SBTi	Science Based Targets Initiative
SDG	Sustainable Development Goal
SeaBaaS	Secure, Efficient, Agile Banking-as-a-Service
SLA	Service Level Agreement
SMS	Short Message Service
SNV	Stichting Nederlandse Vrijwilligers (Foundation of Netherlands Volunteers)
SOP	Standard Operating Procedure
TCFD	Task Force on Climate-related Financial Disclosures
ToT	Training of Trainers
UAT	User Acceptance Testing
UX	User Experience
VAT	Value Added Tax
WHT	Withholding Tax

APPENDIX 3 — EXPANDED IMAGES/FIGURES

Figure 1: LMCRS Build Sequence — Workstream C Process Flow

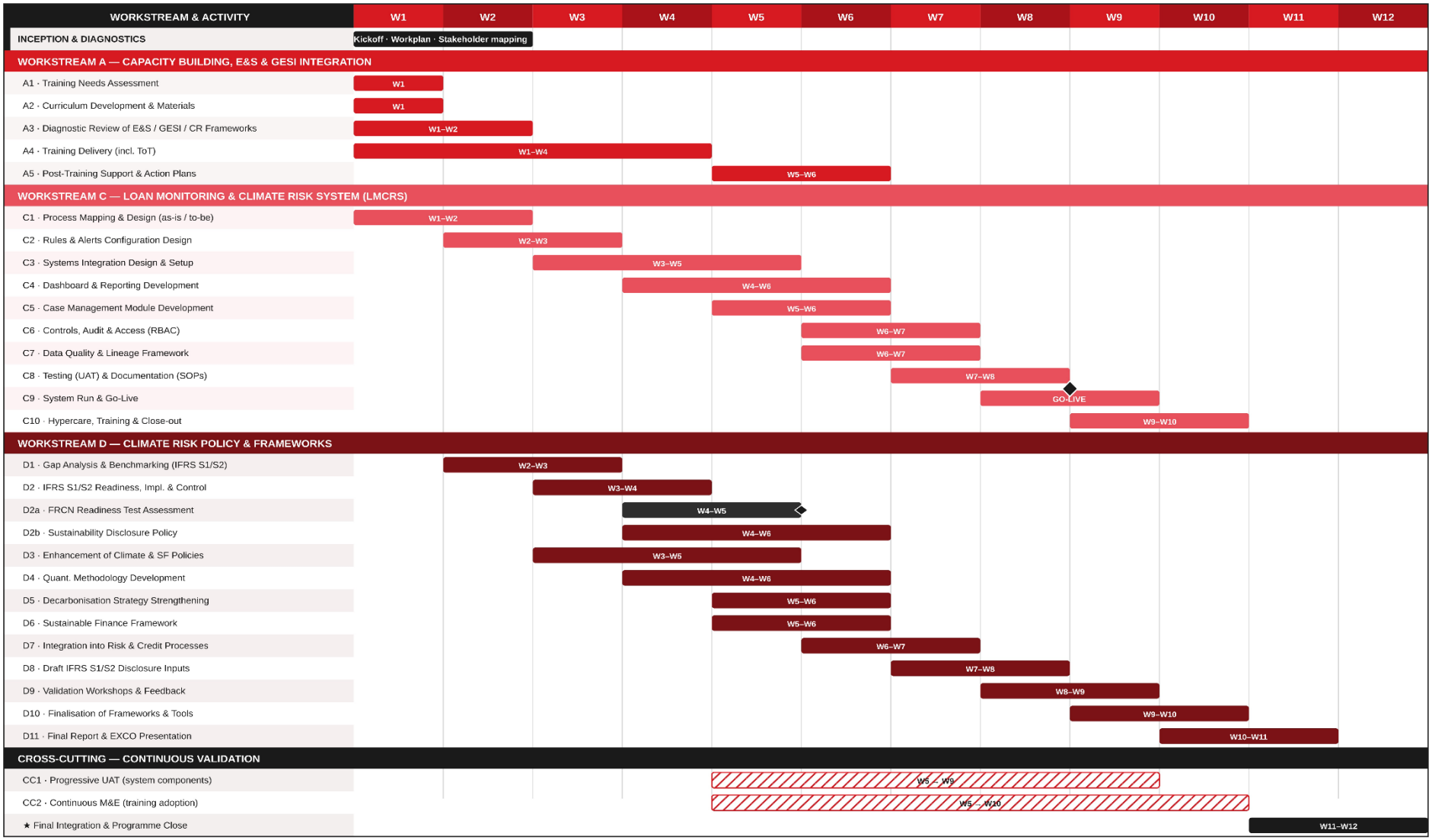
Seven sequential delivery phases, each feeding forward. Inputs from source systems flow in on the left; outputs flow to the right.



Out-of-scope (Phase 1): core SeaBaas changes · credit-policy revisions · external legal-enforcement execution (the system tracks, but does not perform, field actions).

Figure 2: Integrated Deliverables & Timeline — Proposed Gantt Schedule

12-week programme across Workstreams A, C and D with overlapping parallel execution. Continuous UAT & M&E run from Week 5 to close.



Legend: Workstream A (Training) · Workstream C (LMCRS) · Workstream D (Policy) · Regulatory (FRCN) · Continuous (UAT / M&E) · Milestone / Go-Live

Payment triggers: A = 25% · C (Go-Live) = 35% · D (Delivery) = 20% · Final = 20%

Overlap is intentional: Training (A) sets up the adoption base while System build (C) and Policy (D) progress in parallel; UAT & M&E validate continuously from Week 5.

⚑ INDICATIVE SCHEDULE — FOR GUIDANCE ONLY

This Gantt is provided as a reference baseline showing the Bank's preferred sequencing and overlap logic. Consultants are expected to propose their own detailed, workable schedule in their Technical Proposal, reflecting their methodology, team configuration and delivery approach. Material deviations should be explained.