
Readiness Proposal

with FAO for the Syrian Arab Republic

26 December 2018 | NDA Strengthening & Country Programming



**GREEN
CLIMATE
FUND**

Readiness and Preparatory Support Proposal

How to complete this document?

- A [Readiness Guidebook](#) is available to provide information on how to access funding under the GCF Readiness and Preparatory Support programme. It should be consulted to assist in the completion of this proposal template.
- This document should be completed by National Designated Authorities (NDAs) or focal points with support from their delivery partners where relevant.
- Please be concise. If you need to include any additional information, please attach it to the proposal.
- Information on the indicative list of activities eligible for readiness and preparatory support and the process for the submission, review and approval of this proposal can be found on Pages 11-13 of the guidebook.
- For the final version submitted to GCF Secretariat, please delete all instructions indicated in italics in this template and provide information in regular text (not italics).

Where to get support?

- If you are not sure how to complete this document, or require support, please send an e-mail to: countries@gcfund.org. We will aim to get back to you within 48 hours.
- You can also complete as much of this document as you can and then send it to countries@gcfund.org. We will get back to you within 5 working days to discuss your submission and the way forward.

Note: Environmental and Social Safeguards and Gender

Throughout this document, when answering questions and providing details, please make sure to pay special attention to environmental, social and gender issues, particularly to the situation of vulnerable populations, including women and men. Please be specific about proposed actions to address these issues. Consult page 7 of the readiness guidebook for more information.

SECTION 1: SUMMARY	
1. Country submitting the proposal	<p><u>Country name:</u> Syrian Arab Republic</p> <p><u>Name of institution representing National Designated Authority (NDA) or Focal Point:</u> Ministry of Local Administration and Environment</p> <p><u>Name of Focal Point:</u> Eng. Hassan Janidan <u>Position:</u> Deputy Minister</p> <p><u>Telephone:</u> +963112318682 <u>Fax:</u> +963112320726</p> <p>Email: int.coop@mola.gov.sy , ibraheemalallan@yahoo.com, arahazzouri@gmail.com,</p> <p><u>Full office address:</u> Syria- Damascus, Yousef Azmeh Seq.</p>
2. Date of initial submission	30/05/2018
3. Last date of resubmission	07/12/2018
4. Which entity will implement the Readiness and Preparatory Support project?	<p><input type="checkbox"/> National Designated Authority <input type="checkbox"/> Accredited Entity <input checked="" type="checkbox"/> Delivery Partner</p> <p><u>Name of Delivery Partner:</u> Food and Agriculture Organization of the United Nations (FAO) Syria</p> <p><u>Name of official:</u> Mike Robson <u>Position:</u> FAO Representative Syria</p> <p><u>Telephone:</u> (+963 11) 9346 <u>Email:</u> Mike.Robson@fao.org</p> <p><u>Office address:</u> East Villas - Al Farabi St. Al-Duha Avenue, Bldg. No. 4502, PO. BOX 10709 Damascus</p>
5. Title of the Readiness support proposal	First Green Climate Fund (GCF) Readiness Programme of the Syrian Arab Republic
6. Type of Readiness support sought	<p><input checked="" type="checkbox"/> Readiness</p> <ul style="list-style-type: none"> • Country Capacity Strengthened • Stakeholders engaged • Access to finance
7. Brief summary of the request	<p>Guided by Syria's national development policies and priorities, this Readiness proposal will include the preparatory activities to support the set-up of a fully functioning National Designated Authority [NDA], (position is currently filled by a national Focal Point) and his office, including a Steering Committee that supports the NDA in making strategic decisions. This Readiness proposal will further ensure that Syria's climate profile is assessed and communicated to all relevant officials. The climate profile of Syria, which will be compiled through this Readiness proposal will guide the thematic areas to be included in Syria's country programme, which is a major output of this proposal. The country programme, drafted through inclusive stakeholder consultations, will guide the Government of Syria to pursue sustainable and cost-efficient adaptation and mitigation investment options and measures and prepare for taking-on larger climate investment projects.</p>

	<p>Comprehensive stakeholders¹ consultations and participation in planning Syria's climate change strategy will be established via the stakeholder engagement framework. The proposal will further assist Syria in developing a gender-responsive climate change strategy.</p> <p>The key stakeholders and direct beneficiaries have been preliminarily identified as follows:</p> <ul style="list-style-type: none"> (i.) The GCF NDA/National Focal Point (NFP) and his team and other Government staff and Ministries, whose capacities will be strengthened to facilitate access to climate finance and in particular to the GCF and become efficient and effective contributors to Syria's climate change strategy. (ii.) National candidate entities that are interested/appear eligible in accreditation to the GCF. (iii.) Private sector. (iv.) Civil society, local/indigenous communities, youth groups, academia and research institutions, who will be engaged in a process to establish GCF national process for selection, implementation and monitoring of proposals, to develop a GCF national country programme, and to formulate a GCF concept note(s). (v.) Other relevant international and regional organizations.
<p>8. Total requested amount and currency</p>	<p>USD 482 610</p>
<p>9. Anticipated duration</p>	<p>24 months</p>

¹ Stakeholder groups are specified in Section 5.1 of this Readiness Proposal.

SECTION 2: LOGICAL FRAMEWORK

Please complete the table below by including proposed outcomes, baseline situations, the targets for implementation period, and the activities to be undertaken, including key outputs or deliverables. Please add rows for additional outcomes as needed. For further guidance on completing the table, please refer to the guidebook “Accessing the GCF Readiness and Preparatory Support Programme”, including specific Outcomes to select from.

OUTCOMES	BASELINE	TARGET	ACTIVITIES Please including key outputs or deliverables where applicable
1. Country capacity strengthened			
1.1 Effective coordination mechanism ²	0	2	1.1.1. Output: Gap assessment of the processes, structures, and frameworks that govern the NDA’s office and operations that are relevant in the context of climate finance (i.e. GCF) and climate change conducted. Deliverable: Gap assessment of frameworks and processes conducted (report). Timeframe: 1 st - 3 rd month Activities: <ul style="list-style-type: none"> • Review and document existing processes and systems governing (or relevant to) the operations of the NDA focusing on: (1) existing mechanisms to coordinate across stakeholders and facilitate effective consultation and communication; and (2) current public system for planning, project formulation and resource mobilization. • Provide recommendations and identify entry points to align existing processes and systems governing the operations of the NDA with the GCF requirements. • Review and document the relevant existing policies, laws, strategies, and programmes (national and international) that provide the framework for the NDA’s operations. • Provide recommendations and identify entry points for the NDA’s office to help further strengthen existing policies, laws, strategies, and programmes towards a low-carbon and climate resilient future.

² The effective coordination mechanism includes the NDA and the Steering Committee, as well as regular and participatory stakeholder consultations (2.1).

			<p>1.1.2. Output: The NDA’s office and operations strengthened. Deliverables: ToRs, Operational Guidelines and Work Plan drafted; NDA’s office training needs assessed. Timeframe: 4th – 6th month. Activities:</p> <ul style="list-style-type: none"> • Develop, in accordance with national rules and regulations, Terms of References (ToRs) for the NDA’s role and respective selection criteria. • Draft an overview of the positioning of the NDA within the national legal and planning structure and institutional set-up. • Develop operational guidelines that support the NDA and other relevant staff in the NDA’s office in performing their roles and responsibilities. • Develop a work plan governing the financial, management, and technical considerations relevant for the NDA’s office. • Set-up transparent criteria for evaluation and prioritization of climate finance programmes/projects to be funded. • Assess and recommend specific training needs for human resource development within the NDA office, including the Functional Steering Committee (1.1.3). <p>1.1.3. Output: Functional Steering Committee formed with representatives from all relevant line ministries³ established. Functional Steering Committee to provide strategic guidance to NDA for and during the implementation of this proposal. Deliverable: Respective ToRs and work plan developed. Timeframe: Functional Steering Committee set-up: 6th – 7th month. Activities:</p> <ul style="list-style-type: none"> • Draft ToRs for the Functional Steering Committee for supporting the NDA in making strategic decisions. • Develop a work plan for the Committee, aligned with the NDA work plan. • Ensure that the Committee is embedded in a framework that allows it to coordinate across stakeholders and facilitate effective consultation and communication.
--	--	--	--

³ Lead by Ministry of Local Administration and Environment, including but not limited to Ministry of Agriculture, Water Resources, Electricity, Finance, and State of Planning and International Cooperation Commission.

			<p>1.1.4. Output: National capacity and knowledge base enhanced via a 3-day training workshop to NDA personal including Functional Steering Committee members on the work plans (NDA and Functional Steering Committee), the operational guidelines (1.1.2.), GCF (including Readiness) as well as other climate finance structures, rules and regulations.</p> <p>Deliverable: Training, Workshop Report.</p> <p>Timeframe: 8th month.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Training on Climate Finance with focus on the GCF full funding proposal processes and Readiness, including direct access modalities. • Presentation of gaps and information identified under 1.1.1 and 1.1.2 and recommendations how to address these. • Present work plans and discuss how to further improve/ align them.
1.2. No-objection procedure	0	2	<p>1.2.1. Output: Nationally appropriate no-objection procedure within the NDA’s office to issue no-objection letters for concept notes and funding proposals received from Accredited Entities developed and validated.</p> <p>Deliverable: No-objection procedure defined and validated.</p> <p>Timeframe: 9th month.</p>
2. Stakeholders engaged in consultative processes and country programmes developed			
2.1 Stakeholders engaged	0	1	<p>2.1.1. Output: National consultative framework to engage stakeholders established.</p> <p>Deliverable: Stakeholders’ engagement framework.</p> <p>Timeframe: 10th–14th month.</p> <p>Activities:</p> <ul style="list-style-type: none"> • The NDA’s office to produce associated knowledge and awareness-raising products that might include regular policy briefs, leaflets/flyers/brochures, audio interviews, infographics, articles and blogs. • Set-up a system that allows for stakeholders to easily feed climate relevant infor-

			<p>mation to the NDA’s office during regular consultative interactions.</p> <ul style="list-style-type: none"> Identify key stakeholder groups and consultations to be carried out (or recently carried out) with regards to determining climate priorities for the country and GCF engagement.
<p>2.2 Country programmes, including mitigation/adaptation priorities</p>	0	1	<p>2.2.1. Output: Country’s climate change and variability profile determined. This profiling exercise will build on existing policy and planning work such as the National Determined Contributions (NDCs⁴), national communications (INC), and other relevant national climate policies and strategies, as available.</p> <p>Deliverable: Comprehensive Climate Profile Analysis Report on Syria, based on available information⁵, including identification of key knowledge gaps.</p> <p>Timeframe: Completed between the 10th and 14th months.</p> <p>Activities: The final report should, <i>i.a.</i>:</p> <ul style="list-style-type: none"> Evaluate the robustness of existing climate data and of the need for additional climate observations, projections, impact models, and vulnerability assessments. Present the aggregate impacts (including observations and projections) of climate change on economy, and the other way around. Assess the potential vulnerabilities resulting from climate related impacts (observed and projected) for different sectors and those directly and indirectly dependent on these sectors, with a particular focus on gender issues. Identify productive areas and sectors most relevant from a climate change adaptation and mitigation standpoint. Identify potential opportunities to reduce Greenhouse Gas (GHG) emissions in comparison to current GHG emission standards. Assess the gaps and opportunities for mainstreaming climate into development planning.

⁴ Currently under development and assumed to be finalized in the end of 2018.

⁵ This deliverable is to be based on already existing information and is intended to serve as stocktaking exercise that enables all stakeholders to understand landscape of already generated information and knowledge and, further, helps to identify any knowledge gaps that urgently need to be addressed to enable well-informed climate adaptation and mitigation in the future.

			<p>2.2.2. Output: Monitoring and Evaluation (M&E) plan to assess progress achieved with regard to Syria’s Country Programme on Climate Change adaptation and mitigation established. Deliverable: M&E plan to assess progress made within Syria’s Country Programme. Timeline: 15th month – 18th month Activities:</p> <ul style="list-style-type: none"> • Stock-take existing M&E landscape (including strength and weaknesses) to provide the groundwork for developing the M&E plan for country programme and implementation. • Identify baseline, targets, and criteria for M&E plan to monitor and evaluate progress made by Syria in addressing climate change adaptation and mitigation activities, as per its country programme (see output area 2.2.3. and 3.2.1.). <p>2.2.3. Output: Stakeholders’ workshop (5 days, ~ 60 participants) to agree on Preliminary GCF Country Programme organized. Deliverable: Workshop report and Preliminary GCF Country Programme Timeframe: 19th month Activities:</p> <ul style="list-style-type: none"> • Present information collected under 2.2.1, • Brief participants on outputs 1.1.1, 1.1.2, 1.1.3, 1.2.1, • Discuss how to further improve the stakeholder framework (2.1.1.), • Provide training on GCF Gender Manual and Implications, Environmental and Social Safeguards, and GCF investment criteria as well as information on alternative climate funds. • Discuss and identify national investment criteria and priorities that support climate change adaptation and mitigation (focus on key sectors most affected by climate change and variability and/or with highest potential for climate change mitigation). • Identify and appraise of mitigation/ adaptation (including cross-cutting) priorities, options and needs (based on agreed upon national investment as well as GCF criteria). • Agree on preliminary country programme, considering all aforementioned activi-
--	--	--	---

			<p>ties of this output and ensuring involvement of all stakeholders.</p> <ul style="list-style-type: none"> • Brainstorm on potential direct access entities. • Discuss and validate M&E plan (2.2.2.).
2.3. Gender considerations	0	2	<p>2.3.1. Output: Study assessing gender relations in Syria. Deliverable: Publicly available gender assessment study. Timeframe: 8th–9th month. Activities:</p> <ul style="list-style-type: none"> • Assess processes and frameworks relevant in the climate change context and how to improve the role of women in decision-making positions. • Assess gender differentiated impacts of on-going climate finance projects and programmes (this will support 2.3.2.) and formulate lessons learned. <p>2.3.2. Output: 1-day training session to NDA, NDA office staff, and Functional Steering Committee on the application of the GCF Manual ‘Mainstreaming Gender in GCF Projects’ to support the integration of gender equality in climate change interventions and climate finance conducted. Deliverable: GCF Coordination Mechanism staff aware and able to apply a gender lens to climate change interventions. Timeframe: 9th month.</p> <p>2.3.3. Output: Stakeholder engagement activities implemented (1.1.3, 1.1.4, 2.2.3, and 2.3.2) while ensuring equal participation of women in such events. The planned activities will follow a gender balanced (50% of the participants will be females) and participatory approach by engaging female staff of line-ministries and other stakeholders in inclusive consultative process. Deliverable: Equal participation, including women advocacy groups, ensured across this proposals stakeholder engagement activities. Timeframe: 5th–24th month.</p> <ul style="list-style-type: none"> • Ensure that, among other relevant stakeholders, women’s rights advocacy groups will be invited to stakeholder engagement activities, in particular to workshop under 2.2.3.
3. Access to finance			

<p>3.1 Structured dialogue</p>	<p>0</p>	<p>2</p>	<p>3.1.1. Output: Create structured and regular dialogue between NDA office, including Functional Steering Committee, GCF Secretariat and Accredited Entities operating in Syria. Deliverable: Mechanisms and work plans for structured and regular dialogue. Timeframe: 12th–24th months.</p>
<p>3.2 Country programme/idea note development on adaptation and mitigation.</p>	<p>0</p>	<p>2</p>	<p>3.2.1. Output: Strategic GCF work programme document finalized and project ideas drafted. Deliverables: Country programme, two project idea notes, next steps recommendation report. Timeframe: 19th – 24th months. Activities:</p> <ul style="list-style-type: none"> • Synthesize studies and stakeholder consultations and workshop outputs (2.2.3.) to finalize strategic GCF country programme document – in close collaboration with NDA, based on preliminary programme (output 2.2.3.) and to be validated by all stakeholders – that will determine prioritized sectors and thematic areas for taking climate change mitigation and adaptation action. A detailed short-term and long-term action plan will be included to structure Syria’s climate change portfolio. This activity will also consider Syria’s climate profile and soon to be finalized NDC. [Completed 20th months]. • Develop two project ideas – in close collaboration with NDA and to be validated by stakeholders – based on the country programme and supporting studies, aligned with the GCF Investment Framework. [Completed 22nd months]. • Identify next key steps and recommendations that will feed into future (NAP) Readiness proposals such as (not limited to) identification and nomination criteria of direct access entities, timeframes for periodic updates of country programme, and how to continuously strengthen inclusive stakeholder consultations. [Completed 24th months].

The Syrian Arab Republic (hereafter referred to as “Syria”), located in the Middle East, is an arid to semi-arid country with limited water resources. In addition to having little freshwater available in proportion to overall demand, Syria experiences high natural hydrological variability and has been exposed to major drought events in the past. The occurrence of these variability events were paralleled by gradually reduced precipitation and increasing evapotranspiration and average temperature over time (Hoerling et al., 2012). High certainty has been expressed by the scientific community that the magnitude and frequency of the aforementioned drought events cannot be explained by natural variability alone (National Oceanic and Atmospheric Administration [NOAA], 2013). The Notre Dame Global Adaptation Initiative, having evaluated the vulnerability of Syria and the preparedness of Syria to respond to climatic challenges – especially with regard to food and water systems – has concluded that the climatic vulnerabilities are still manageable but improvements in readiness are needed to face a climate resilient and low-carbon future.

High ambition exists in Syria to upscale adaptation and mitigation activities as outlined in its first communication to the United Nations Framework Convention on Climate Change (UNFCCC). The second communication to the UNFCCC is planned to be developed and is intended to *inter alia* contribute to the preparation of Syria’s National Appropriate Mitigation Actions (NAMAs). The country did not yet officially finalize a National Adaptation Programme of Action (NAPA) or National Adaptation Plan (NAP) but is working on upscaling the climate resilience capacity of its agriculture and water sectors as outlined in FAO’s publicly available ‘Plan of Action For Syria – Towards Resilient Livelihoods for Sustainable Agriculture, Food Security and Nutrition (2016–2017)’. Syria is in the process of finalizing its National Determined Contributions (NDCs) until the end of 2018 and is a member to several multilateral environment agreements and takes an active role in global negotiations concerning sustainable environmental development.

The responsibility for dealing with climate change issues is with the Directorate of Atmospheric Safety, which is located in the Ministry of Local Administration and Environment. The Government of Syria has passed a variety of laws that address the protection of the environment and thereby contribute to the reduction of (potential) climate change impacts. Respective laws include, but are not limited to, the law of environmental protection, the law of forestry, and laws on the sustainable management of water.

Syria has started to organize its available capacities for cooperating with the GCF. In this context, a milestone has been the introduction of the office of the National Designated Authority (NDA) in the Atmospheric Safety Directorate. Day-to-day activities are currently managed by the National Focal Point. Notwithstanding, the efforts under way at the national level is a need to further strengthen the coordination mechanisms required for the development of integrated strategies, plans and programmes at the national and sectoral levels, and for the climate finance portfolio management. In doing so, Syria considers the GCF as a prime source of partnership, hence the need to put in place a robust NDA, embedded in a strong coordination mechanism. The current gaps within the NDA office include:

- Insufficient human and financial resources and technical capacity within the NDA secretariat.
- Non-existent no-objection procedure within the NDA secretariat.
- Development and implementation of public awareness raising measures.
- Comprehensive stakeholder engagement framework, that allows for a balanced representation of all groups, including women.

- The need for creation and maintenance of a national database on climate change data, programmes, projects, policies, and laws that can inform the work processes in the NDA's office, stakeholder meetings, and the identification of Syria's future climate strategy including its climate finance proposals,
- A strategic country programme, based on latest available scientific knowledge and information as well as inclusive stakeholder consultations, to define and guide climate change adaptation and mitigation action.

This Readiness proposal, with FAO as Delivery Partner, is designed to enable Syria to set-up the capacities needed in the NDA's office to become a fully efficient and effective mechanism in supporting the coordination of Syria's climate change strategy. A key activity under Components 1 and 2 will be to review existing climate change data, plans, and strategies at the national and subnational level. Plans and strategies will be analyzed for their relevance and adequacy (given existing climate data) and will be prioritized based on their transformational potential. Further, gaps and limitations of already existing data, plans, and strategies will be identified to understand how to further improve Syria's climate change strategy in line with the GCF's investment criteria. In addition, Component 2 will facilitate inter-sectoral stakeholder consultations to identify and decide on most suitable measures to address climate change across Syria in a way that supports the communities most vulnerable to it and helps to path the way to a low carbon future. Finally, Component 3 will contribute to improving Syria's capacity to develop tangible adaptation and mitigation action in close collaboration with the GCF and other potential climate finance partners. Syria's adaptation and mitigation actions will be embedded in its Country Programme, which will detail key thematic areas as well as short- and long-term climate action. The document will be drafted during inclusive stakeholder consultations (output 2.2.3).

In the absence of holistic adaptation plans and inclusive practices in development sectors, climate variability and increasing pattern of extreme climatic events (such as droughts) will increasingly contribute to desertification and diminishing water resources, which, with high certainty, will have an impact on the productivity of food production systems and the food and nutrition security of the Syrian people. The development of a functional climate change coordination mechanism and oversight that help steer a climate change strategy that supports all Syrians has already been delayed for many years due to the ongoing crisis. This Readiness proposal is designed to address this urgent need for action and will establish a robust knowledge base of Syria's climate profile among key decision-makers. In addition, the structures and processes that will be put in place under this proposal will contribute to clear communications and informed decision-making among all stakeholders with a particular emphasis on further strengthening the role of and benefits for women that are to be facilitated through future GCF Readiness and full funding proposals as well as other relevant climate finance frameworks. The identification of key national investment areas for climate change adaptation and mitigation will contribute to define future GCF activities.

The cooperation with NFP and the technical team in the Ministry of Local Administration and Environment started during the visit of the director of the Water and Land Division of FAO-HQ and his team to Syria in February 2018. The discussion on the potential cooperation to address climate change related issue was initiated between FAO and the technical team of the Ministry of Local Administration and Environment as well as NFP. The government of Syria requested FAO to jointly design a readiness and preparatory support proposal to the GCF. Since then the NFP and the technical team of the Ministry and FAO have been working very closely to formulate this Readiness proposal along with the country priority in the climate change related issues. Strengthening direct access entities in country is a priority to FAO and the Government of Syria. Training on direct access modalities for future

readiness modalities and full funding proposals will be provided under output area 1.1.4. Further, discussions about potential direct access entities will be hosted during the inclusive stakeholder consultations (output 2.2.3.). Setting-up strong direct access capacities in country will be the priority of the next Readiness proposal.

The Syrian government assessment indicates that the situation is stable in the vast majority of the Syrian territories, including in and around Damascus city. This situation allows free and safe travel within Syrian territories. The United Nations agencies in Syria, as well as a number of international donors have launched projects during the past year or are implementing several projects in various sectors such as electricity, renewable energy, health, agriculture, etc. The staff working in the UN offices did not face any security incidents during the year of 2018. The situation along the Damascus-Beirut Highway is normal. The highway continues to witness daily heavy and regular usage. It did not witness any significant incident since 2016. Based on this situation, UNDSS SOPs has now reduced the additional security measures that were mandatory for travelling between Beirut and Damascus. Consequently, it can be stated that the situation in Syria does not warrant any security implications for the successful implementation of this Readiness proposal. This is particularly relevant as the FAO offices as well as responsible government officials are situated in Damascus. Similar to Damascus, the majority of Syria's territory is under the control of the Government of Syria, which allows for reliable and secure travel and communication. Local as well as international experts to support the execution of this proposals' activities and its implementation are able to move within the territory of Syria without security concerns.

SECTION 4: BUDGET, PROCUREMENT, IMPLEMENTATION AND DISBURSEMENT

Outcomes		Detailed Budget (in US\$)					Disbursement Plan							
		Budget Categories <small>choose from the drop-down list</small>	Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	6m	12m	18m	24m		
Outcome 1. Country capacity strengthened	Sub-outcome 1.1: Effective coordination mechanism	5013 Consultants (5)	Day	246	550.00	135,300.00	155,600.00	167,780.00	132,000.00	3,300.00				
		5021 Travels	flight	5	1,200.00	6,000.00			4,800.00	1,200.00				
		5023 Trainings & workshops	Day	15	500.00	7,500.00				7,500.00				
		5028 GOE	Lumpsum	1	800.00	800.00				800.00				
		5025 Non-expandable Procurement	Laptop	2	3,000.00	6,000.00				6,000.00				
	Sub-outcome 1.2: No-objection procedure	5013 Consultants (1)	Day	20	549.00	10,980.00	12,180.00		10,980.00					
		5021 Travels	flight	1	1,200.00	1,200.00			1,200.00					
Outcome 2. Stakeholders engaged in consultative processes and country programmes developed	Sub-outcome 2.1: Stakeholders engaged	5013 Consultants (1)	Day	30	550.00	16,500.00	46,700.00	216,843.00		16,500.00				
		5021 Travels	flight	1	1,200.00	1,200.00				1,200.00				
		5024 Expendable Procurement	Lumpsum	1	29,000.00	29,000.00				29,000.00				
	Sub-outcome 2.2: Country programmes, including mitigation/adaptation priorities	5013 Consultants (2)	Day	90	550.00	49,500.00	157,100.00			33,000.00	16,500.00			
		5021 Travels	flight	2	300.00	600.00				600.00				
		5013 Consultants (1)	Day	60	650.00	39,000.00				39,000.00				
		5021 Travels	flight	2	300.00	600.00				600.00				
		5021 Travels	flight	1	1,200.00	1,200.00					1,200.00			
		5013 Consultants (1)	Day	30	120.00	3,600.00					3,600.00			
		5023 Trainings & workshops	Day	300	167.00	50,100.00					50,100.00			
	5028 GOE	Day	5	2,500.00	12,500.00				12,500.00					
	Sub-outcome 2.3: Gender considerations	5013 Consultants (1)	Day	80	100.00	8,000.00	13,043.00			8,000.00				
		5023 Training & Workshops	Day	15	300.00	4,500.00				4,500.00				
5028 GOE		Day	1	543.00	543.00			543.00						
Outcome 3: Access to finance	Sub-outcome 3.1: Structured dialogue	5013 Consultant (1)	Day	60	120.00	7,200.00	18,000.00	18,000.00			3,600.00	3,600.00		
	Sub-outcome 3.2: Country programme/idea note development on adaptation and mitigation.	5013 Consultant (1)	Day	90	120.00	10,800.00							10,800.00	
Total Outcome Budget								402,623.00	142,800.00	157,923.00	87,500.00	14,400.00	-	-
Project Management Cost (PMC) <small>Up to 7.5% of Total Activity Budget</small>		5013 Consultants	Day	480	50.00	24,000.00	30,100.00	Percentage of PMC requested: 7.3%						
		5024 Expandable Procurement - Office supplies	Lumpsum	1	6,100.00	6,100.00								

4.2 Procurement Plan

As stated in the “Framework Readiness and Preparatory needed. Support Grant agreement” signed in November 2016 between the GCF and FAO, the project goods will be procured in accordance with FAO’s rules, regulations and procedures, as set out in FAO’s Manual Section 502 “Procurement of Goods, Works and Services”.

The principal objective of the Organization’s procurement activities is the timely acquisition of goods, works and services in a competitive and transparent manner, while ensuring fitness for purpose to meet the user’s requirements, as well as the optimum combination of expected whole life benefit versus cost to procure (“Best Value for Money”). FAO’s procurement procedures are intended to:

- promote efficiency, economy and the attainment of best value for money in the use of public funds.
- promote transparency, probity and accountability of public procurement FAO-wide.
- provide procurement best practices and procedures for application and consideration in procurement-related decision-making by all stakeholders.

Such procedures are in line with United Nations international standards and fully comply with GCF requirements. No major goods or non-consulting services are foreseen under this readiness. Procurement will be mainly in relation to workshop/training venue and organization (including transport, meals, simultaneous translations, etc.).

ITEM	ITEM DESCRIPTION	ESTIMATE D COST (USD)	PROCUREMENT METHOD ⁶	THRESHOLDS (Min-Max monetary value for which indicated procurement method must be used)	ESTIMATE D START DATE	PROJECTED CONTRACTI NG DATE
Goods and Non-Consulting Services						
1.	3 day workshop for institutional strengthening NDAs office including F. Steering Committee (Activity 1.1.4)	7,500	Competitive Procurement Process	Request for Quotation, several cases below \$ 5000 each	Month 8	Month 8
2.	5 day workshop for all stakeholders (Activity 2.2.3)	50,100	Competitive Procurement Process	Payment of DSAs as per FAO rules RFQs of venue, interpretation, materials below \$5000 each	Month 19	Month 19
3.	1 day training session for NDAs office on gender (Activity 2.3.2).	4,500	Competitive Procurement Process	Request for Quotation up to \$5000	Month 9	Month 9
4.	2 PC’s for the NDA and his/her office support (related to Activity 1.1.2)	6,000	Open ITB	below \$10000	Month 1	Month 1

⁶ As per FAO’s procedures.

5.	Materials (policy briefs, flyers, leaflets) and respective translation from English to Arabic, printed and designed (will be developed by consultant under Activity 2.1.1)	29,000	Closed ITB	Closed ITB, above \$10000	Month 10	Month 10
6.	Office Stationary	6,100	Request for quotation	Request for Quotation, several cases below \$ 5000 each	Month 1	Month 1
SUBTOTAL (USD)		103,200				
Consultancy Services⁷						
1.	2 International consultants (background: public policy and institutional gap assessment and governance structures) (Activity 1.1.1)	68,400	Vacancy announcement / FAO Roster	N.A	Month 1 to Month 3	Month 1
2.	2 International consultants (background: public policy and institutional capacity building) (Activity 1.1.2)	68,400	Vacancy announcement / FAO Roster	N.A	Month 4 to Month 6	Month 4
3.	1 International consultants (background GCF and climate finance to also consult with consultants who conduct Activity 1.1.1 and 1.1.2) (Activity 1.1.4)	4,500	Vacancy announcement / FAO Roster	N.A	Month 8	Month 8
4.	1 International consultant (background: institutional capacity building public policy and processes) (Activity 1.2.1)	12,180	Vacancy announcement / FAO Roster	N.A	Month 9	Month 9
5.	1 International consultant on stakeholder engagement and communication (Activity 2.1.1)	17,700	Vacancy announcement / FAO Roster	N.A	Month 10 to Month 13	Month 10
6.	1 International consultants (background in CC adaptation)(Activity 2.2.1)	39,600	Vacancy announcement / FAO Roster	N.A	Month 10 to Month 13	Month 10
7.	1 International consultants (background in mitigation) (Activity 2.2.1)	33,600	Vacancy announcement / FAO Roster	N.A	Month 10 to Month 13	Month 10
8.	1 International Consultant (background: public policy processes and M&E) (Activity 2.2.2)	17,700	Vacancy announcement / FAO Roster	N.A	Month 15 to Month 18	Month 15
9.	1 National M&E Consultant (Activity 2.2.2)	3,600	Vacancy announcement / FAO Roster	N.A	Month 15 to Month 18	Month 15
10.	1 National consultant (background: public policy and gender) (Activity 2.3.1)	8,000	Vacancy announcement / FAO Roster	N.A	Month 8 to Month 9	Month 8
11.	1 national consultant (background public policy and inter-	7,200	Vacancy announcement	N.A	Month 15 to	Month 15

⁷ Most consultancies have been budgeted for international consultants as national consultants with specific backgrounds are not always available. However, the project task force will try to hire national consultants where possible.

4.4. Disbursement schedule

Disbursements will be made in accordance to Clause 4 “Disbursement of Grants” and Clause 5 “Use of Grant Proceeds by the Delivery Partner” of the Amended and Restated Agreement in the respect of the Framework Readiness and Preparatory Support Grant Agreement entered into between GCF and FAO on 17 May 2018. The Delivery Partner is entitled to submit 2 requests for disbursement each year.

4.5. Additional information

The budget is estimated based on UN salary scale for national and international consultants as well as UN travel allowances and DSA costs applicable in the country.

Output 1.1.1. International Consultant at the level of P4.

Output 1.1.2. International Consultant at the level of P4.

Output 1.1.4. International Consultant at the level of P4.

Output 1.2.1: International Consultant at the level of P4.

Output 2.1.1: International Consultant at the level of P4.

Output 2.2.1: International Consultant at the level of P4 and International Consultant at the level of P5.

Output 2.2.2.: International Consultant at the level of P4.

Output 2.2.2.: National Consultant at the level of NOB.

Output 2.3.1.: National Consultant at the level of NOA.

Output 3.1.1.: National Consultant at the level of NOB.

Output 3.2.1.: National Consultant at the level of NOB.

SECTION 5: IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

5.1. Please attach an “implementation map” or describe how funds will be managed by the NDA/FP or delivery partner

Under the strategic oversight of the Syrian Government represented by the NDA – Ministry of Local Administration and Environment, the project will be implemented by the Food and Agriculture Organization (FAO), which will be the Delivery Partner (DP) for this Readiness proposal. The DP, has its country presence and office in Syria and will implement this Readiness proposal over a twenty-four months period. The Syrian Government will be represented by the Ministry of Local Administration and Environment and its Focal Point/ NDA. As DP, the FAO will be responsible for the financial management as well as overseeing the implementation and evaluation of this Readiness proposal, in coordination with the PSC (see below). All procurement and recruitment processes will be done in accordance with FAO’s policies, in close consultation with the Syrian Government.

Institutional framework and coordination

Government role

The Government of Syria will be the lead agency on the project, specifically through the Ministry of Local Administration and Environment (NDA), and will make the following contributions (in kind) to the project:

1. Leading the collaboration and managing the relationship with GCF, and establish the appropriate institutional structures and coordination mechanisms oversight and quality control of deliverables and alignment with country priorities;
2. Support and coordination from the involved Ministries and all other relevant government institutions, directly or indirectly related with climate change;
3. Physical installations and logistical and operational means, when available, to support implementation of the project;
4. Provision of the available information, data, cartography, and prior studies relevant to the activities of the project; and
5. Customs management and entry of international staff members to the country.

The Project Steering Committee

A Project Steering Committee (PSC) shall be established to ensure operational effectiveness. The PSC which will be established consisting of national stakeholders and shall be the highest decision-making body of this project. The PSC shall be chaired by Ministry of Local Administration and Environment - NDA. The Technical Manager of this Readiness proposal (see PMU info below) will act as Rapporteur to the PSC. The PSC will facilitate and supervise project implementation and guide activities through technical backstopping. The PSC will meet and take stock of the status of the project every three months, clear work plans and progress reports, ensure that the project is coordinated with other relevant initiatives, and review the project’s performance and provide strategic guidance to ensure it meets its original objectives, as well as provision of support to resolve high-level political issues, if appropriate. The PSC will take decisions by consensus and in the absence of a consensus Ministry of Local Administration and Environment- NDA representative will have the final decision making authority. The PSC will comprise primary stakeholders of this Readiness proposal, including but not limited to:

- Ministry of Local Administration and Environment
- Planning and International Cooperation Commission
- Ministry of Foreign Affairs and Expatriates
- Ministry of Finance
- Ministry of Water Resources
- Ministry of Agriculture and Agrarian Reform

The Project Management Unit

A Project Management Unit (PMU) shall be established as the unit responsible for the day-to-day implementation of the project and work in coordination with Ministry of Local Administration and Environment-NDA. The PMU will comprise the following elements:

1. A national technical manager, who will lead the PMU and be based in the FAO Syria office. The technical manager will provide technical oversight and coordinate implementation of this project and be accountable to FAO Syria, and work in close cooperation with the Ministry of Local Administration and Environment NDA (see role of rapporteur above).
2. Operations staff (FAO existing staff). The operations staff will comprise:
 - a. Operations Assistant
 - b. Finance Assistant
 - c. Procurement Assistant
 - d. FAO SYR M&E experts to report on progress of project implementation
3. National and International Consultants: To be hired by FAO Syria for specific tasks, following this projects' work plan.

The PMU, through working closely with the Ministry of Local Administration and Environment –NDA, will ensure that knowledge and skillsets to manage GCF projects are shared with the Ministry of Local Administration and Environment NDA staff and involve them in oversight of the quality of deliverables. This will be done with a view to strengthen NDA capacities on GCF and to build sustainable local capacity.

The Project Task Force

Internally FAO will establish a Project Task Force (PTF), which is a management and consultative body established for each FAO project/programme, regardless of its nature or geographic coverage. The PTF consists of FAO staff who possess the appropriate authority and mix of skills to ensure that the project receives effective technical, operational and administrative support throughout its duration. The PTF will support the PSC and the PMU on the project implementation. FAO will ensure possible synergies with other countries, in relation to GCF experience and capacity building.

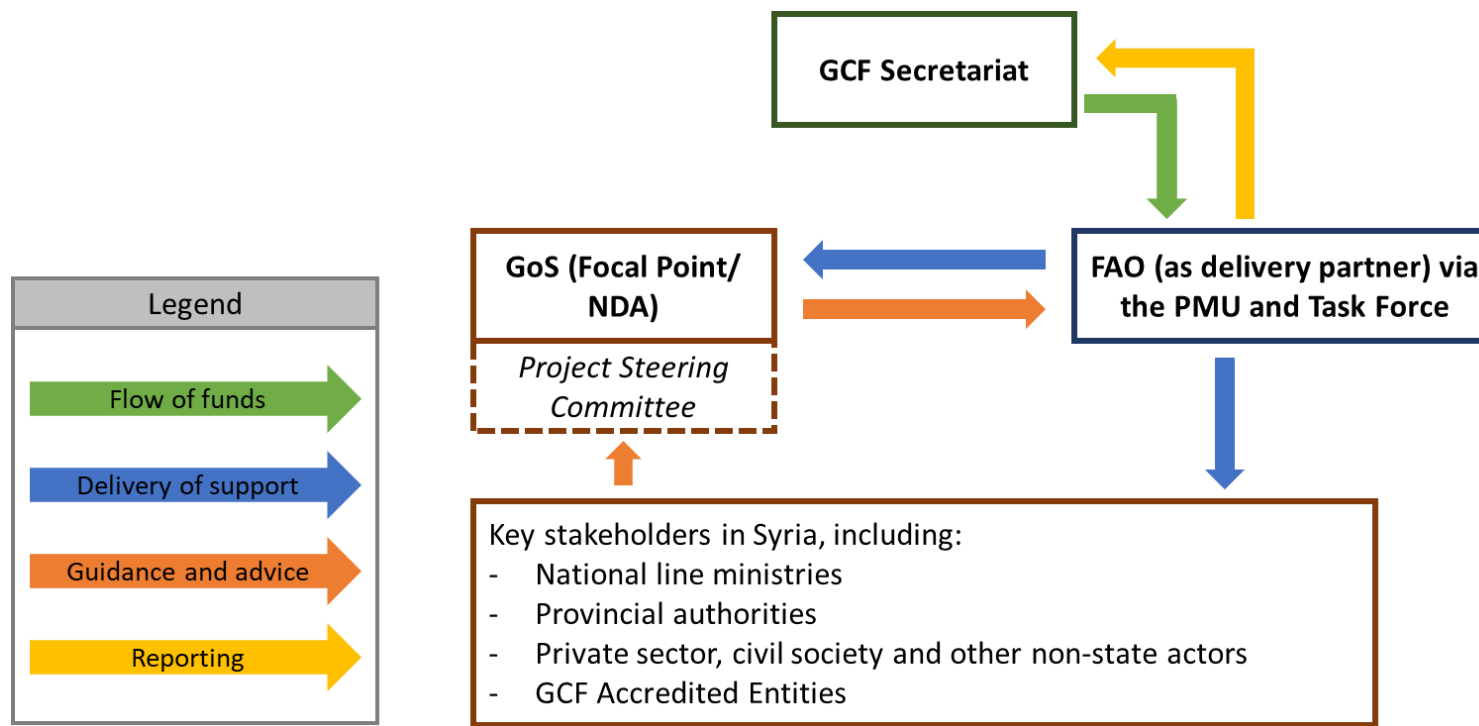
Stakeholder involvement

The programme will be implemented through a transparent, participatory and inclusive consultative process, which aims to engage all stakeholders. The key stakeholders to this project will be represented in the PSC (please see above) and direct beneficiaries have been preliminarily identified as follows (their involvement will be facilitated through *inter alia* project activities 2.1.1. and 2.2.3.):

1. The Focal Point/ NDA and his/ her team and other Government staff and Ministries, whose capacities and means will be strengthened to facilitate access to GCF and reinforce country's efforts on climate change mitigation and adaptation;
2. National candidate entities identified for potential accreditation to GCF;
3. Private sector;
4. Stakeholders, including civil society, local/indigenous communities, academia and research institutions, who will be engaged in a process to establish GCF national process for selection, implementation and monitoring of proposals, to develop a GCF national country programme, and to formulate the two GCF idea note(s) (see 3.2.1.); and
5. Other international and regional organizations.

The national consultative framework (see 2.1.1.) will establish a venue for all stakeholders for identifying best adaptation and mitigation investment options based on scientific data and knowledge, creating synergies, harmonizing and strengthening of efforts in the implementation of activities, establishing strategic partnerships, accessing climate finance information from donors and lobbying and advocating for favourable national policies. The PSC meetings will also assess whether and ensure that all stakeholders are adequately engaged and their views taken into account during implementation.

Project implementation flow chart



Monitoring and Evaluation of this project

The Interim Progress Report for the Readiness Proposal will be submitted to the GCF no later than the 13th months of this projects' implementation. The Interim Progress Report shall report on all activities implemented within months 1 – 12 of this proposal. All activities implemented between the 13th – 24th month of this project shall be covered exclusively in the final completion report of this proposal, which is to be shared with the GCF in the 24th month of this proposal.

The Final Completion Report shall be accompanied by brief process evaluation to assess what systems, structures, processes, knowledge paradigms and behavioural patterns have been put in place to make the country ready for accessing climate finance and undertaking climate change projects.

The Delivery Partner, FAO, is also an AE to the GCF. Thus, as per GCF guidelines “To avoid any possible conflicts of interest deriving from the Delivery Partner’s role as an Accredited Entity, the prioritization of investments and projects in the context of this readiness grant, will be made through a broad consultation process with relevant stakeholders, including other potential implementing entities. The final validation of these priorities will be carried out through the countries’ own relevant coordination mechanism and institutional arrangements, with the participation of other government agencies, as well as representatives from civil society and private sector as the NDA deems relevant, to ensure chosen priorities are fully aligned with national plans and strategies and adequately includes inputs from consulted stakeholders.”

5.2. Other relevant information

ADDRESSING ANY POSSIBLE CONFLICTS OF INTEREST

FAO has been identified as the delivery partner for the Readiness programme, but as Accredited Entity may also be the international IE for the future project proposals to be presented by Syria to the Fund. There may therefore be a possible conflict of interests. In this regard, in accordance to Board Decision GCF/B.06/07 on Country Ownership, the NDA of Syria will be responsible for country coordination and multistakeholder engagement to provide inputs to the development of national priorities, and has identified the following mechanisms to manage this conflict of interest:

- The prioritization of investments and projects to be developed will be made through a broad consultation process with relevant stakeholders, including other potential implementing entities for Syria.
- The final validation of these priorities will be carried out in by the NDA's Office – including relevant ministerial representatives – chaired by the NDA, to ensure chosen priorities are aligned with national plans and strategies and includes the inputs from consulted stakeholders.

RISK MANAGEMENT

The potential risks that the project could face are:

- Limited institutional coordination and/or limited time resources by key officials to devote to the project: the work plan will clarify roles and responsibilities, so as to clarify the timeframe and capacities required for successful implementation of the project.
- Certain national development policies in conflict with climate change objectives: the development of the GCF country programme will be done through a multistakeholder's consultative process that will consider and align to existing national strategies and policies.
- The current internal situation in Syria could make it difficult to deploy international consultants at scheduled moments. The contingency plan includes to allow for work from other locations, however, in close collaboration with the NDA's office and the Delivery partner, if necessary.
- EU/OFAC sanctions on Syria have been put in place last in September 2018. These sanctions were designed to hinder financial transactions and shipments of fuel and weapons to the Syrian Government. To the project team's best knowledge, EU/OFAC sanctions have not yet had an impact relevant to the extent as it could potentially undermine procurement activities under this Readiness proposal. This proposals' main activities (i.e. capacity building, assessments, workshops, international consultation, etc.) are not directly affected by the sanctions and the majority of these will be implemented directly by FAO. Similar to other currently FAO delivered projects in Syria, procurement activities – where needed – can be executed with Implementing Partners that are non-governmental bodies.

SUSTAINABILITY OF THE OUTOMES

Environmental sustainability

The activities put forward within this proposal are in line with the country's efforts to contribute to the national response to climate change, and promote a low-emission and climate-resilient development, including to enhance environmental sustainability. All activities will be implemented under that principle, and environmental safeguards will be considered when planning and/or carrying out all activities, particularly when formulating the GCF country programme and readiness interventions. The project will result in remarkable capacity building for national institutions in subjects related to climate change.

Gender equality

As specified in the GCF proposal, the specific needs, priorities, and concerns of women and men will be taken into account and supported during the implementation of this proposal. The active participation of women in the consultation and decision-making processes will be promoted to ensure equitable participation between men and women, so that both contribute and benefit from the outcomes of the project. The project will be implemented through a gender-balanced, transparent, participatory and inclusive consultative process, which aims to engage all stakeholders.

Development of abilities

The development of capacities (of all stakeholders, public and private) is an integral and crucial part of the project activities and essential to achieve the desired outcomes and ensure their sustainability. At the end of the project, country actors will have reinforced substantially their capacities to engage with the GCF and efficiently deploy its funding.

FAO COMPARATIVE ADVANTAGE

- FAO is key international agency for climate change adaptation and mitigation interventions in agricultural, forestry, fisheries, landscape and other related sectors. FAO also has considerable expertise on GHG related statistics and measurements as well as international climate change processes. FAO is therefore well placed to provide the NDA with the needed readiness support activities that have been outlined in this document. In particular:
- FAO has a broad mandate, which covers multiple disciplines and sectors (agricultural crops, livestock, forest management, fisheries, climate change, management of natural resources, legal and policy frameworks, etc.), shall allow the provision of a holistic and multisectorial support towards identifying the priorities on climate change adaptation and mitigation, and benefit from the advice of technical experts from different technical areas.
- FAO has renowned experience in developing and reinforcing countries' technical capacities, particularly considering institutional needs, as well as in promoting and facilitating dialogue, consultation and consensus processes with multiple stakeholders.
- FAO has also large experience in supporting climate change adaptation (e.g. Mitigation of Climate change in Agriculture (MICCA) programme; Adapting Irrigation to Climate Change (AICCA) project), and in Climate Smart Agriculture (CSA). Additional information on FAO's work on climate change is available here: <http://www.fao.org/climate-change/en/>.
- For decades, FAO has been supporting many countries in the development of monitoring systems, with the aim of generating information and data needed for international reporting and improving the policies, planning, and management.



A large, empty rectangular box with a thin black border, occupying the majority of the page. This area is intended for the user to provide details for the proposal.

5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes	Budget Categories <small>choose from the drop-down list</small>	Detailed Budget (in US\$)					Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	Disbursement Plan				
		Unit	# of Unit	Unit Cost	6m	12m				18m	24m			
Outcome 1. Country capacity strengthened	Sub-outcome 1.1: Effective coordination mechanism	5013 Consultants (5)	Day	246	550.00	135,300.00	155,600.00	167,780.00	132,000.00	3,300.00				
		5021 Travels	flight	5	1,200.00	6,000.00			4,800.00	1,200.00				
		5023 Trainings & workshops	Day	15	500.00	7,500.00				7,500.00				
		5028 GOE	Lumpsum	1	800.00	800.00				800.00				
	5025 Non-expandable Procurement	Laptop	2	3,000.00	6,000.00				6,000.00					
	Sub-outcome 1.2: No-objection procedure	5013 Consultants (1)	Day	20	549.00	10,980.00			12,180.00			10,980.00		
5021 Travels		flight	1	1,200.00	1,200.00		1,200.00							
Outcome 2. Stakeholders engaged in consultative processes and country programmes developed	Sub-outcome 2.1: Stakeholders engaged	5013 Consultants (1)	Day	30	550.00	16,500.00	46,700.00			16,500.00				
		5021 Travels	flight	1	1,200.00	1,200.00				1,200.00				
		5024 Expendable Procurement	Lumpsum	1	29,000.00	29,000.00				29,000.00				
	Sub-outcome 2.2: Country programmes, including mitigation/adaptation priorities	5013 Consultants (2)	Day	90	550.00	49,500.00	157,100.00	216,843.00		33,000.00	16,500.00			
		5021 Travels	flight	2	300.00	600.00				600.00				
		5013 Consultants (1)	Day	60	650.00	39,000.00				39,000.00				
		5021 Travels	flight	2	300.00	600.00				600.00				
		5021 Travels	flight	1	1,200.00	1,200.00					1,200.00			
		5013 Consultants (1)	Day	30	120.00	3,600.00					3,600.00			
		5023 Trainings & workshops	Day	300	167.00	50,100.00					50,100.00			
		5028 GOE	Day	5	2,500.00	12,500.00					12,500.00			
	Sub-outcome 2.3: Gender considerations	5013 Consultants (1)	Day	80	100.00	8,000.00	13,043.00			8,000.00				
		5023 Training & Workshops	Day	15	300.00	4,500.00				4,500.00				
		5028 GOE	Day	1	543.00	543.00				543.00				
Outcome 3: Access to finance	Sub-outcome 3.1: Structured dialogue	5013 Consultant (1)	Day	60	120.00	7,200.00	18,000.00	18,000.00			3,600.00	3,600.00		
	Sub-outcome 3.2: Country programme/idea note development on adaptation and mitigation.	5013 Consultant (1)	Day	90	120.00	10,800.00					10,800.00			
Total Outcome Budget								402,623.00	142,800.00	157,923.00	87,500.00	14,400.00	-	
Project Management Cost (PMC) <small>Up to 7.5% of Total Activity Budget</small>		5013 Consultants	Day	480	50.00	24,000.00	30,100.00	Percentage of PMC requested: 7.3%						
		5024 Expandable Procurement - Office supplies	Lumpsum	1	6,100.00	6,100.00								

FOR GREEN CLIMATE FUND'S SECRETARIAT USE ONLY

Breakdown (per budget category)	Total (per budget category)
5011 Professionnal	-
5013 Consultants	304,880.00
5014 Contracts	-
5021 Travels	10,800.00
5023 Trainings & workshops	62,100.00
5024 Expandable Procurement	35,100.00
5025 Non-expandable Procurement	6,000.00
5028 GOE	13,843.00
Total Outcome Budget + PMC	432,723.00

FOR GREEN CLIMATE FUND'S SECRETARIAT USE ONLY

Total Outcome Budget	402,623.00
Project Management Cost (PMC)	30,100.00
Contingency	12,079
Sub-Total (Total Outcome Budget + Contingency + PMC)	444,802
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total	37,808
Total Budget + DP Fee + PMC + contingency	482,610

5.2 Procurement Plan

For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in Section 3, estimated cost, procurement method, relevant threshold, and the estimated dates. Please include the procurement plan for at least the first tranche of disbursement requested below and provide a full procurement plan for the entire duration of the implementation period if available at this stage.

Item	Item Description	Estimated Cost (US\$)	Procurement Method	Thresholds (Min-Max monetary value for which indicated procurement method must be used)	Estimated Start Date	Projected Contracting Date
Goods and Non-Consulting Services						
Training & Workshops	3 day workshop for institutional strengthening NDAs office including F. Steering Committee (Activity 1.1.4)	7,500	Competitive Procurement Process	Request for Quotation, several cases below \$ 5000 each	Month 8	Month 8
Training & Workshops	5 day workshop for all stakeholders (Activity 2.2.3)	50,100	Competitive Procurement Process	Payment of DSAs as per FAO rules RFQs of venue, interpretation, materials below \$5000 each	Month 19	Month 19
Trainings & Workshops	1-day training session to NDA, NDA office staff, and Functional Steering Committee on the application of the GCF Manual 'Mainstreaming Gender in GCF Projects' to support the integration of gender equality in climate change interventions and climate finance (Activity 2.3.2)	4,500	Competitive Procurement Process	Request for Quotation, below \$ 5000 each	Month 9	Month 9
Office supplies	2 PC's for the NDA and his/her office support.	6,000	Open ITB, below \$10, 000	\$5,000-10,000	Month 1	Month 1
Expandable Procurement	Materials (policy briefs, flyers, leaflets) and respective translation from English to Arabic, printed and designed (will be developed by consultant under Activity 2.1.1)	29,000	Closed ITB, above \$10, 000	\$10,000 -30,000	Month 10	Month 10
Expandable Procurement	Office Stationary (under PMC)	6,100	Request for quotation	Request for Quotation, several cases below \$ 5000 each	Month 1	Month 1
Sub-Total (US\$)		103,200				
Consultancy Services						
International Consultants	2 international consultants, for 60 days each, to work closely together on institutional gap assessment and governance structures (Activity 1.1.1)	68,400	vacancy announcement&FAO Roster	N.A	Month 1 to Month 3	Month 1
International Consultants	2 International consultants (background: public policy and institutional capacity building) (Activity 1.1.2)	68,400	vacancy announcement&FAO Roster	N.A	Month 4 to Month 6	Month 4
International Consultants	1 International consultants (background GCF and climate finance to also consult with consultants who conduct Activity 1.1.1 and 1.1.2 (Activity 1.1.4)	4,500	vacancy announcement&FAO Roster	N.A	Month 8	Month 8
International Consultants	1 International consultant (background: institutional capacity building public policy and processes) (Activity 1.2.1)	12,180	vacancy announcement&FAO Roster	N.A	Month 9	Month 9
International Consultants	1 International consultant on stakeholder engagement and communication (Activity 2.1.1)	17,700	vacancy announcement&FAO Roster	N.A	Month 10 to Month 13	Month 10
International Consultants	1 International consultants (background in mitigation) (Activity 2.2.1)	33,600	vacancy announcement&FAO Roster	N.A	Month 10 to Month 13	Month 10
International Consultants	1 International consultant (background in CC adaptation) (Activity 2.2.1)	39,600	vacancy announcement&FAO Roster	N.A	Month 10 to Month 13	Month 10
International Consultants	1 International Consultant (background: public policy processes and M&E) (Activity 2.2.2)	17,700	vacancy announcement&FAO Roster	N.A	Month 15 to Month 18	Month 15
National Consultants	1 National M&E Consultant (Activity 2.2.2)	3,600	vacancy announcement&FAO Roster	N.A	Month 15 to Month 18	Month 15
National Consultants	1 National consultant (background: public policy and gender) (Activity 2.3.1)	8,000	vacancy announcement&FAO Roster	N.A	Month 8 to Month 9	Month 8
National Consultants	1 national consultant (background public policy and inter-institutional communication) (Activity 3.1.1)	7,200	vacancy announcement&FAO Roster	N.A	Month 12 to Month 24	Month 12
National Consultants	1 national consultant (background public policy and processes) (Activity 3.2.1)	10,800	vacancy announcement&FAO Roster	N.A	Month 22 to Month 24	Month 22
PMC-Project Admin Support	1 national project admin officer	12,000	vacancy announcement&FAO Roster	N.A	Month 1 to Month 24	Month 1
PMC-National Procurement Officer	1 national procurement officer	6,000	vacancy announcement&FAO Roster	N.A	Month 1 to Month 25	Month 1
PMC-National Operations Officer	1 national procurement officer	6,000	vacancy announcement&FAO Roster	N.A	Month 1 to Month 26	Month 1
Sub-Total (incl. travel costs of 10,800) (US\$)		315,680				

Budget Categories
5011 Professionnal
5013 Consultants
5014 Contracts
5021 Travels
5023 Trainings & workshops
5024 Expandable Procurement
5025 Non-expandable Procurement
5028 GOE

Indicate additional budget categories