
Readiness Proposal

**with African Development Bank (AfDB)
for Republic of Angola**

29 December 2019 | NDA Strengthening & Country Programming



**GREEN
CLIMATE
FUND**

Readiness and Preparatory Support Proposal Template

Programme title:	Strengthening the NDA and Key National Stakeholders in Angola on GCF Mechanisms
Country:	Angola
National designated authority:	Ministry of Environment
Implementing Institution:	African Development Bank (AfDB)
Date of first submission:	31 May 2019
Date of current submission / version number	31 May 2019 V.1



**GREEN
CLIMATE
FUND**

How to complete this document?

- Please visit the [Empowering Countries](#) page of the GCF website to download the Readiness Guidebook and learn how to access funding under the GCF Readiness and Preparatory Support Programme.
- This document should be completed by National Designated Authorities (NDA) or focal points with support from their Delivery Partners where relevant. Once completed, this document should be submitted to the GCF by the NDA or focal point to countries@gcfund.org.
- Please be concise. If you need to include any additional information, please attach it to the proposal.
- If the Delivery Partner implementing the Readiness support is not a GCF Accredited Entity for project Funding Proposals, please complete the Financial Management Capacity Assessment (FMCA) questionnaire and submit it prior to or with this Readiness proposal. The FMCA is available for download at the [Library](#) page of the GCF website.

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.
- You can also complete as much of this document as you can and then send it to countries@gcfund.org, copying both the Readiness Delivery Partner and the relevant GCF Country Dialogue Specialist and Regional Advisor. Please refer to the [Country Profiles](#) page of the GCF website to identify the relevant GCF Country Dialogue Specialist and Regional Advisor.
- We will get back to you within five (5) working days to acknowledge receipt of your submission and discuss 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 Annex IV of the Readiness Guidebook for more information.

Please submit the completed form to:

countries@gcfund.org

Please use the following naming convention for the file name:

“GCF Readiness Proposal-Angola-190531”



1. SUMMARY			
Country submitting the proposal	Country name: Angola		
	Name of institution representing NDA or Focal Point:	Ministry of Environment	
	Name of contact person:	Mrs. Arlette Massala	
	Contact person's position:	GCF Focal Point	
	Telephone number:	+244 926 082 849	
	Email:	Arlette.m170@gmail.com	
	Full office address:	Rua dos Enganos, N°5 – Torres Zimbo, 5º andar, Luanda-R. de Angola	
	Additional email addresses that need to be copied on correspondences:	Mariano.congo@gmail.com	
Date of initial submission	31 May 2019		
Last date of resubmission	Click or tap to enter a date. (Please update for each resubmission.)	Version number	V.1
Which institution will implement the Readiness and Preparatory Support project?	<input type="checkbox"/> National designated authority <input type="checkbox"/> Accredited entity <input checked="" type="checkbox"/> Delivery partner		
	Please provide contact information if the implementing partner is not the NDA/focal point		
	Name of institution:	African Development Bank	
	Name of official:	Mr. Timothy Afful-Koomson	
	Position:	Principal Green Growth Officer	
	Telephone number:	+225 20 26 4622	
	Email:	t.afful-koomson@afdb.org	
Full office address:	Avenue Joseph Anoma 01 B.P. 1387, Abidjan, Côte d'Ivoire		
	Additional email addresses that need to be copied on correspondences:	h.abubakar@afdb.org	
Title of the Readiness support proposal	Strengthening the NDA and Key Stakeholders in Angola on GCF Mechanisms		
Type of Readiness support sought	Please select the relevant GCF Readiness activity area below (click on the box):		
	<input checked="" type="checkbox"/> I. Country capacity for engagement with GCF		
	<input checked="" type="checkbox"/> II. Country programming process		
	<input checked="" type="checkbox"/> III. Direct access to climate finance		
	<input checked="" type="checkbox"/> IV. Climate finance accessed		
	<input type="checkbox"/> V. Formulation of national adaptation planning and/or other adaptation planning processes		

**Brief summary of
the request**

The Angolan NDA, in collaboration with the Delivery Partner (DP), the African Development Bank (AfDB), seeks this GCF Readiness Support as country-driven response to climate change challenges outlined under Section 2 of this proposal. The primary purpose of this project is to support the NDA in executing the activities identified in this proposal. The NDA intends to invest the requested Readiness resources into strengthening Angola's national capacity for leading and coordinating the country's national-level responses to climate change in general, and GCF-related climate actions in particular. To this end, priority will be given to those critical gaps and shortcomings that impede the NDA's ability to address the impacts of climate change effectively. The NDA intends to spend a bulk of the required Readiness resources on establishing a baseline by taking stock ongoing efforts (by NDA itself as well as other players – both governmental and non-governmental), reviewing and inventorying climate change data and information on Angola that is currently available, and undertaking an inventory of various stakeholders as well as assessing their respective strengths, weaknesses as well as opportunities they present. The NDA is of the opinion that undertaking such an exercise, as a first step, will present it with an informed slate to begin with. A key objective of this application, therefore, is to support the NDA in filling such gaps and addressing such shortcomings identified through the said baseline-setting exercise.

The Angolan NDA is the primary beneficiaries of the envisaged Readiness Support, while Angolan stakeholders (both governmental, non-governmental as well as private sector) involved in various climate change actions will be the secondary beneficiaries. Communities directly affected by the adverse climate change impacts will be the ultimate long-term beneficiaries.

Five key areas of capacity improvement have been singled out for the requested Readiness Support i.e. a) strengthening of the NDA institutional capacity; b) developing a strategic framework for engagement with the GCF, including the preparation of GCF Country Programme Strategy (CPS), building a pipeline of eligible projects, and signing of Privileges and Immunities Agreement; c) creation of multi-stakeholder engagement capacity, d) development of an effective mechanism for identifying, selecting and supporting aspiring national institutions for accreditation as direct access entities; and e) engagement with the private sector with the view explore possibilities for access GCF private sector facility for green financing initiatives.

The human resource capacity needs of the NDA will be addressed through recruitment of one dedicated national consultant with requisite experience in the areas of climate finance governance, management and programming who will serve as Readiness Coordinator (RC) under the auspices of the NDA. Although not a prerequisite, climate finance experience will be an advantage in the selection of such a candidate. A Project Assistant will backstop the RC with administrative, logistic and accounting support services. Again not a prerequisite, the NDA intends to ideally give preferential consideration to candidates with functional command of the English language in this respect. A further provision is made for recruitment of not more than 3 young professionals (referred to as local consultants in the budget) throughout the duration of the Readiness project as a capacity-building and skills transfer measure that seeks to build requisite skills base in Angola. These young professionals will be attached to all international consultants as appropriate for those skills and expertise to rub off on them. This proposal further makes a financial provision for 2-way Portuguese to English translation/interpretation services.

The RC will support the NDA and the DP to recruit and supervise a number of international consultants whose expertise will be procured to deliver services in the areas of NDA coordination capacity-building support; development of necessary strategic tools (such as CPS, no-objection procedure, project pipeline for Angola's priority adaptation and mitigation needs, multi-stakeholder engagement strategy etc.); direct access entity nomination; private sector engagement; and development and packing of eligible proposals for immediate climate change threats (e.g. livestock farmers' resilience building initiative for the Cunene Province) for submission through an internationally accredited entity. The NDA and DP, with inputs from relevant stakeholders, will develop comprehensive terms of references for each consultancy assignment. GCF Secretariat will also be engaged for inputs and guidance as necessary in developing consultancy terms of references.

The Readiness Support will help in the implementation of a robust consultative process that will enable the development of the strategic framework for GCF engagement. More specifically, at the country level it will be invested into assisting Angola to:

1. Create requisite human resource capacity and invest into institutional strengthening.
2. Develop a national climate finance strategy and the GCF Country Programme Strategy.
3. Develop and disseminate informational and awareness-raising on climate action.
4. Promote and support the ongoing engagement of stakeholders at all levels.
5. Work in partnership with other local and international entities to absorb hard skills necessary to effectively comply with GCF fiduciary requirements.

These are narrowed down to 4 areas of improvement which are succinctly elaborated on below:

1. Strengthening the National Designated Authority (NDA) Institutional Capacity

- Strengthen the knowledge and capacity of the NDA's coordination team to fulfill its roles and responsibilities.
- Undertake a baseline assessment (essentially stocktaking) of available climate change data, current stakeholders and their respective mandates, legal instruments and ongoing/planned climate change mitigation or adaptation activities.
- Develop a capacity to keep track of and monitor the flow of national and international financing for climate change action.
- Set up and make functional an effective multi-sectoral technical capacity within NDA – i.e. GCF Technical Unit.
- Develop a Public Awareness Strategy and implement elements thereof - including development of brochures, publish news articles in different languages and a webpage on GCF operational modalities to be hosted on the NDAs website.
- Coordinate and consult with other ministries, appropriate public sector institutions, civil society entities, academia, private sector, high-level climate change committees and agencies on key issues relating to the GCF, and develop a comprehensive GCF Country Programme Strategy.
- Develop a matrix of criteria that will ensure that projects issued with no-objection letters are in line with the country priorities. Same with entities aspiring for accreditation.

2. Strategic frameworks for engagement with the Fund, including the preparation of country programmes.

- Develop priorities with respect to the Green Climate Fund and consistent with the country's strategies and plans such as the National Climate Change Strategy and Action Plan (NCCSAP), INDC's, and the Fund's Initial results management framework.
- Identify how the GCF can build on and upscale the ongoing work of other development partners in the country, and deliver its support in a manner complementary to the efforts of other partners.
- Identify the roles of prospective multilateral entities, accredited by the Fund in implementing Angola's programming priorities.

3. Mechanism supporting aspiring national institutions for accreditation as direct access entities and accessing GCF Resources for immediate priorities in the short run.

- Develop a strategic framework for nominating national entities for a full range of coverage i.e. for on-granting and on-lending, various ESS risks categories, various GCF financial scopes, adaptation and mitigation etc.
- Undertake a national inventory for identification of national entities for nomination as direct access entities.
- Nominate and support selected entities for accreditation.
- Develop a strategy for accessing GCF funding for immediate adaptation priorities through regional and multilateral accredited entities.

4. Private Sector Engagement

- Undertake a private sector landscape analysis for Angola that could

	<p>inform the NDA’s private sector mobilization and engagement strategy.</p> <ul style="list-style-type: none"> • Provide research and coordination on the use of innovative finance and business models to enable investments in adaptation and climate resilience. • Share lessons, knowledge, and best practices in relation to application of GCF policies and procedures on private sector engagement. • Identify opportunities to engage the private sector enterprises. • Develop a mobilization strategy targeting the private sectors to create awareness to access resources under the private sector facility (PSF). <p>The NDA requests a total funding of US\$ 615,650.00 which includes project management costs and delivery partner fees. A significant portion of this amount i.e. US\$ 504,780.00 represents the outcomes budget earmarked for direct investment into envisaged activities outlined herein (i.e. before project management costs). However, it is pertinent to note that US\$60,000.00 of this amount is ring-fenced for procurement of external expertise to develop up to 3 Concept Notes – based on current urgent priorities - for submission to GCF through an internationally accredited entity. Apart from programming and project development expertise required with Concept Note development, following specialized inputs will be procured: economic analysis, ESS, Gender, multi-stakeholder engagement, climate science, site visits, and in this case translations between English and Portuguese etc. It is anticipated that most of this work will be based on/informed by secondary sources and Luanda-level stakeholder interactions.</p> <p>The NDA may also add other activities in accordance with the Fund’s defined scope of work in the Standardized Package for NDA or Focal Strengthening. For example, recruitment of short internships to build local capacity and assist NDA on day to day activities related to GCF.</p> <p>With the above outline, the envisaged Readiness Support will be of strategic importance in addressing the current and future impacts of climate change in Angola and will facilitate building of a strong capacity for effective interaction with the GCF. Readiness resources will further be used to put together a multi-sectoral working team that will build a strong institutional foundation, create requisite fiduciary standards and also build a capacity effectively manage gender as well as environmental and social safeguard (ESS). Gender considerations and vulnerable indigenous communities will be at the center of all envisaged actions under this Readiness Support.</p>
--	--

Total requested amount and currency	USD 615,650.00	Anticipated duration	24 months
Has the country received or is expecting to receive other Readiness and Preparatory Support funding allocations (including adaptation planning) from GCF or other donors?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please describe the scope of work and the scope of support provided or expected to be provided by the GCF and/or other institutions		

2. BACKGROUND

Climate change constitutes a huge threat to Angola’s socio-economic development and growth. Climate variability and its impacts on communities, production systems, availability of essential resources such as water, and infrastructure are currently being felt throughout the country. These vulnerabilities are being exacerbated by recurring climate disaster events such as floods, droughts, coastal erosion, sea level rise and the rapid degradation of ecosystems and biodiversity. The interaction of these climate risks and disaster events coupled with uncontrolled anthropogenic activities is undermining sustained development and growth in the country. Moreover, a relative lack of adaptive capacity with respect to technology, education, food security, sanitation, and medical services increases the country’s vulnerability to climate change. Previous assessments and stakeholder input list some of Angola’s major areas of particular need and opportunity as (adapted from USAID Fact Sheet, 2012):

- Financial, technical and capacity support for improved monitoring and recording of observational climate data and projections of future climate change and impacts.
- Improved, more fine-scaled climate modeling to provide climate information for impact studies, especially in areas characterized by a diverse and heterogeneous land surface.



- Capacity building and training on climate science, vulnerability and adaptation assessment, effective governance systems for implementing adaptation, and data collection and analysis.
- Climate information, training, and analysis in Portuguese.
- Strongly analytic, risk-based vulnerability assessments that identify geographic regions and economic sectors which are particularly threatened, in order to inform the development of adaptation policies and measures.
- The design and implementation of adaptation policies and measures that are cost-effective, targeted to the areas of greatest need, and improve the ability of vulnerable populations to respond to climate challenges.

It is further imperative to point out that many well-meaning international organizations, over the years, invested into various projects in Angola with varying degrees of impact. Most such projects followed models that were not informed by local contexts – politically, culturally and structurally – and, therefore, pursued donor interests more than Angola’s interests. Sadly, many such initiatives failed to deliver on their stated goals and objectives, with the exception of a handful that recorded some measure success.

Angola, in response to the above-stated state of affairs, is making impressive strides towards putting in place institutional and policy instruments which will guide the country’s national efforts to identify and promote actions aimed at meeting pressing adaptation needs, increasing climate change resilience and launching the country on low-carbon development pathways. Some of the milestones reached in this respect include:

- (a) The Initial National Communication to the UNFCCC (2011);
- (b) National Adaptation Program for Action (NAPA 2011);
- (c) The Strategic Plan for New Environmental Technology (PENTA 2013),
- (d) National Plan for Sanitary Development (PNDS 2012 - 2025),
- (e) National Development Plan (PND 2018-2022)
- (f) National Program of Environmental Quality (PNQA 2015 - 2020);
- (g) National Strategy for Climate Change (ENAC 2018-2030) – In progress

Notable national-level efforts are also underway, under the leadership of the Ministry of Environment, of establishing an enabling institutional framework for coordinated and multi-stakeholder response to climate change challenges. Key amongst these involves establishment of a functional Nationally Designated Authority (NDA) as the lead coordination instrument. While an NDA has been established, these efforts continue to be constrained by several critical gaps and shortcomings which impede the NDA’s ability to address the impacts of climate change effectively in the country.

3. LOGICAL FRAMEWORK AND IMPLEMENTATION SCHEDULE

Outcomes		Baseline ^{e1}	Targets	Activities ² (brief description and deliverables)	Anticipated duration: 24 months																							
					Monthly implementation plan of activities ³																							
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Outcome 1: Country capacity strengthened	Sub-Outcome 1.1: NDA/focal point lead effective coordination mechanism	NDA and a FP nominated early 2018	Suitable national coordination structure established under NDA and operational	Activity 1.1.1: Stakeholder analysis: stakeholder mapping, capacity gap analysis, assessment of current institutional set-ups & explore options for most suitable national institutional arrangements for climate change in Angola. Deliverable 1.1.1: A comprehensive report with a SWOT analysis of present situation. The report to include recommendations for a) the most suitable national-level institutional architecture for the NDA, b) specific functions/ToRs for the desired coordination mechanism, c) clear proposals for setting it up, & d) capacity building needs analysis accompanied by a costed capacity-building plan. Month 4																								
				Activity 1.1.2 Undertake a review of currently available climate change to establish a baseline for long-term planning Deliverable 1.2.2 A comprehensive climate change data assessment report - substantive or as an annex to deliverable 1.1.1. Month 4																								

¹ For baselines rated at 1 or 2, please shortly elaborate on current baselines on which the proposed activities can be built on, processes that are in place that the current Readiness proposal can strengthen, or any gaps that the proposed activities would fill in. If more space is needed, please elaborate this in Section 2.

² Please include tangible and specific deliverables for each activity proposed, and the timeframe (month number) in which it will be delivered to GCF. Please note that during implementation all deliverables should be included within the implementation reports for GCF consideration.

³ If the duration of the proposal is longer than 24 months, please change the monthly columns to indicate 2 or 3 months each (e.g. change month "1" to month "1-2" or "1-3").



4. ADDITIONAL INFORMATION (ONLY FOR ADAPTATION PLANNING SUPPORT)

Not applicable

5. BUDGET, PROCUREMENT, IMPLEMENTATION, AND DISBURSEMENT

5.1 Budget plan

Please complete the Budget Plan in Excel using the template available in the [Library](#) page of the GCF website.

5.2 Procurement plan

Please complete the Procurement Plan in Excel using the template available in the [Library](#) page of the GCF website. For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in section 2, 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.

5.3 Disbursement schedule

Please specify the proposed schedule for requesting disbursements from the GCF. For periodicity, specify whether it's quarterly, bi-annually or annually only.

Please choose one option among the two below and delete the one that does not apply to you. Please fill in information under brackets:

Readiness Proposal that falls within a Framework Agreement with the GCF

Disbursements will be made in accordance to *[Clause xx] "Disbursement of Grants"* and *[Clause xx] "Use of Grant Proceeds by the Delivery Partner"* of the Framework Readiness and Preparatory Support Grant Agreement entered into between GCF and *[Delivery partner name]* on *Click or tap to enter a date*. The Delivery Partner is entitled to submit *[number]* request(s) for disbursement each year.

Readiness Proposal that requires a bilateral Grant Agreement to be signed with the GCF (please add more disbursement as needed)

- The first disbursement *amounting* USD 370,922.00 will be transferred upon approval of the readiness request and effectiveness of the Grant Agreement;
- The second disbursement *amounting* USD 144,728.00 will be transferred upon submission of an interim progress report and audited financial report⁴, in form and substance acceptable to the Fund, [including an audited expenditure statement];
- The third disbursement *amounting* USD 80,000 will be transferred upon submission of second interim progress report in form and substance acceptable to the Fund and
- The fourth disbursement *amounting* USD 20,000.00 will be made upon submission of a completion report and financial report, in form and substance acceptable to the Fund, including an audited expenditure statement.

Submission of a completion report will be furnished not later than three (3) months after the completion of Implementation of the Readiness Support.

The disbursement will be made to the Delivery Partner in three tranches:

Disbursement schedule:

Disbursements	Amounts in US\$
First tranche	370,922.00
Second tranche	144,728.00
Third tranche	80,000.00
Fourth tranche	20,000.00
Total	615,650.00

⁴ For second disbursement, audited financial report and audited expenditure statement are only required for readiness and preparatory support proposals expected to last over 12 months.

6. IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

6.1 Implementation map

Please describe how funds will be managed by the NDA and/or the Readiness Delivery Partner.

The NDA is the primary beneficiary of the requested Readiness resources. The NDA, however, nominated the AfDB as the Delivery Partner (DP). These 2 entities will implement this Readiness Grant in a partnership arrangement as outlined in this section.

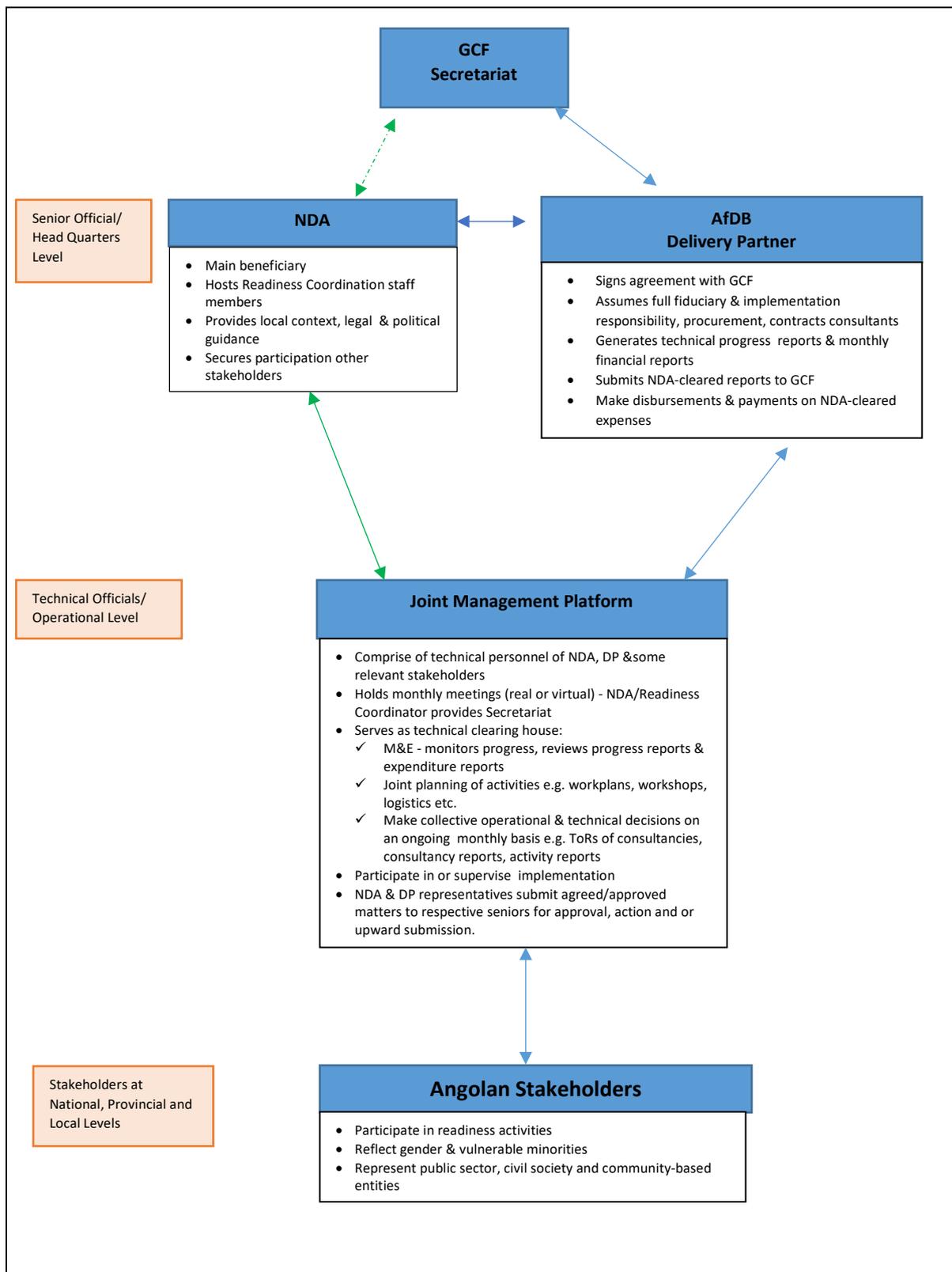
Starting with the Delivery Partner, the AfDB partner will assume full responsibility over the terms and conditions associated with the Readiness Grant. In this respect, the DP will sign the Readiness Grant Agreement with GCF and, thereby, assume full fiduciary and implementation responsibility. DP responsibilities will include (but not limited to) financial management; procurement of approved/agreed Goods and services in accordance with AfDB procurement policy instruments; make disbursements and payments related to agreed and approved expenditures; and recruitment, contracting and management of consultants within the ambit of appropriate AfDB policies. The DP shall also be responsible for the generation of all expenditure reports at agreed intervals as well as the mandatory project audit at project closure. While the 2 partners will be working collaboratively, the DP will be responsible for leading all requisite technical planning, progress reporting inclusive of completion report. In this respect, DP responsibilities will entail a) compilation of the project workplan(s), b) technical progress reports, and c) any technical matters as laid out in the grant agreement. The compilation of terms of references for all envisaged consultancies, development of specifications for all services and goods to be procured, and the assessment and approval of bids/applications for goods and services being procured will all be handled in this manner. All these will be done in close collaboration with the NDA for 2 reasons i.e. a) to ensure country ownership and compliance with national laws and context; and b) compliance with AfDB policies. These, the AfDB will provide, through the leadership provided by the Senior Climate Change Officer.

The NDA, as the primary beneficiary, is positioned to provide daily strategic guidance and context on content-related outcomes of the activities. The NDA will further play an active role in day-to-day execution of the envisaged project's technical activities alongside Angolan stakeholders. To this end, it is important to point out that envisaged RC and Project Assistant, recruited by the DP to oversee the implementation of Readiness activities under this project, will be physically based at the NDA. They will be working under direct day-to-day supervision of the GCF National Focal Point.

Administratively, the NDA will approve (sign off) all payment requests and invoices for services rendered and goods provided before payment by the DP. In this context, the DP will present such invoices and payment requests to the NDA with a cover note linking each proposed payment to a) a valid contract/procurement commitment, b) an approved activity/deliverable, c) a specific budget line and d) short status report on completion/ satisfactory delivery. The DP will be required to generate monthly expenditure that will be used as a budget monitoring tool. The NDA will also approve consultancy reports, consultancy deliverables, the interim progress report and completion report provided by the delivery partner.

The DP has a subsidiary office in Luanda. It is the intention of the DP to create a requisite support capacity within this office with the view to improve responsiveness and for the purposes of expedited local currency payment for agreed/approved goods and services.

The DP and NDA will introduce a joint project management platform e.g. monthly meeting where decisions will be made and progress will be monitored collaboratively.



6.2 Risks, monitoring and evaluation (M&E), and other relevant information

A key risk foreseen during the implementation of this Readiness activity relates to delays that may arise during processing of decisions and financial transaction given the fact that the delivery partner is Head Quartered outside Angola. This risk is quite negligible and can be effectively addressed through arrangements outlined contemplated at the end of section 6.1 above i.e. creation of a requisite and responsive capacity at the DP subsidiary office in Luanda. A second and equally negligible risk involves the language issues. Angola is a Portuguese-speaking nation while GCF conducts business in English only. Everything possible must be done to ensure that this does not disadvantage the country. Priority consideration good be given to Portuguese-competent consultants with requisite subject matter expertise. On top of this, adequate budgetary provision has been made for professional translation and interpretation services - both oral (for meetings) and written forms).

This readiness grant provides for numerous consultancies for all of which service providers will be procured openly and competitively. Delays that are normally associated with due processes are potentially risky and may impact on the project adversely. In the first instance the 2 partners are committed to follow due process o the letter. The partners are intend on mitigating against the potential risks of delays through 2 methods: 1) improving efficiencies in the procurement processes, prioritization of readiness activities and seeking approval from their respective principals for fast-tracking where possible; and 2) consolidation of consultancy work of related/interdependent outputs. On the latter, it is quite feasible to treat all major activities under Outputs 1 - 3 as 1 consultancy to be awarded to a single firm with access to a diverse base of expertise. Under such arrangement scheduling of activities can be worked out between the NDA DP and the consultancy firm in a little more convenient manner while it also allows for the flexibility for some activities to be rolled out concurrently. Regional benchmarking has shown that the Namibian NDA and its DP have chosen this approach with encouraging results because the major procurement was done only once up front and the implementation addressed collaboratively through inception planning. The caveat of this arrangement, however, is that the final implementation plan is likely to deviate from the schedule in Section 3 but this is communicated with the GCF by the DP.

The AfDB (the DP) views corruption, fraud and other malpractices as highly inimical to the achievement of its mandate. Consequently, it has in place effective institutional tools in place to combat these malpractices. A key instrument in this respect is the Integrity and Anti-Corruption Department (IACD), established in 2005, that enjoys the overriding mandate to carry out independent investigations into allegations of corruption, fraud and other sanctionable practices in Bank Group Financed Operations. It further uses proactive measures including risk assessments and sensitization programmes to deter sanctionable practices and prevent their occurrence in internal corporate procurement issues and operations financed by the Bank Group. This capacity will be fully deployed to the envisaged readiness grant. The DP will duly sensitize the NDA about the nuances involved the deployment of these tools. The Angolan government, of which the NDA is an integral part, is also in the process of making impressive strides towards establishing a robust legal and institutional regime aimed at combatting corruption. The Office of the Attorney General is at the vanguard of leading this drive. A Strategic Plan for Prevention and Combatting Corruption was launched during December 2018. A new Penal Code, criminalizing the practice of corruption and the use of state-owned money for personal purposes, as well as the creation of the Departments for Combat Crimes of Corruption in the Criminal Investigation Service, and National Office of Prevention and Combat Corruption, at the Attorney General's Office has also been passed. The Central Bank of Angola (Banco Nacional de Angola) also has a fully-fledged Financial Intelligence Unit with the mandate and capacity for enforcing anti-money -laundering compliance and combatting the financing of terrorism in the Angolan financial system. It is fair to conclude that, with these instruments at their disposal, the NDA and the DP demonstrate enough capacity to prevent and combat corruption during the implementation of the readiness grant.

In the event of political unrests or natural disasters, the partners jointly assess the situation and put in place necessary security and disaster recovery measures. The Angolan government, as the host, will dictate and lead the arrangements around the safety and security as well as the evacuation of project staff members if necessary. The DP, as a multilateral entity, will also have the discretion of invoking its own appropriate measures. "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 for Angola. The final validation

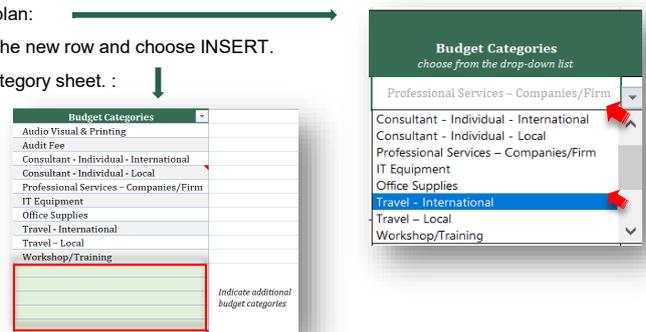
of these priorities will be carried out through the countries' own relevant coordination mechanism and institutional arrangements, with the participation of other government agencies, as well as representatives from civil society and private sector as the NDA deems relevant, to ensure chosen priorities are fully aligned with national plans and strategies and adequately includes inputs from consulted stakeholders.”

Readiness and Preparatory Support Budget and Procurement Plan

Readiness Grant Budget Preparation Guidelines

The following considerations are important when completing the budget:

1. Before preparing the Readiness and PPF budget, please read the full guidance on our website (<https://www.greenclimate.fund/how-we-work/empowering-countries>).
2. You can select the appropriate budget categories from the dropdown list in the budget plan: 
3. To insert additional rows, right click on the row number below where you wish to insert the new row and choose INSERT.
4. Additional budget categories may be added by manually typing them on the Budget Category sheet: 



Project Management Cost:

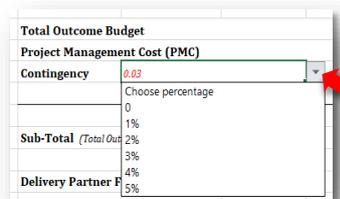
Project management costs (PMC) are the direct administrative costs incurred to execute a project. They should cover only incremental costs incurred due to the GCF contribution. In most cases, these costs are directly related to the support of a dedicated project management unit (PMU) which manages the day to day execution related activities of the project.

General Principles for PMC costs:

1. The percentage of PMC financed by GCF should not be more than the percentage share of the overall budget financed by GCF
2. PMC budget thresholds: Up to 7.5 per cent of total activity budget.
 - > PMC exceeding 7.5 per cent for the readiness (including NAPs) proposals, and PPF proposals, up to \$ 3 million will require detailed documentation and justification supporting the entire PMC budget.
 - > The PMC should be shown as a separate component in the project budget. A detailed breakdown of PMC should be provided by budget category.
 - > Indicative list of eligible project management costs:
 - > **Project staffing and consultants:** Project manager, Project Assistant, Procurement personnel, Finance personnel & Support/admin. Personnel
 - > **Other direct costs:** Office equipment, Mission related travel cost of the PMU, Project management systems and information technology, Office supplies, Audit cost

Contingency :

1. Select the appropriate % of Contingency Budget from the dropdown list: 



2. Contingency budget for unforeseen costs arising during the project implementation should not be included in the outcome budget separately.
3. Contingency budget must be used for any unforeseen programme (output level) cost that is unrelated to implementation/service fee.
4. Any use of contingency must be reported to and agreed by the GCF Secretariat in writing in advance provided with justifications that are acceptable to the GCF
5. If you get to the end of the project and you haven't spent Contingency, you can't increase the scope of the project or buy some more equipment to use it up.
6. The Budget Notes sheet should be used to record explanations, further details or cost breakdowns for individual lines

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 choose from the drop-down list	Detailed Budget (in US\$)					Total Budget (per budget)	Total Budget (per sub-outcome)	Total Budget (per outcome)	Disbursement Plan					
		Unit	Budget Notes	# of Unit	Unit Cost					3m	6m	9m	12m	18m	24m
Outcome 1: Country capacity strengthened	1.1 NDA/focal point lead effective coordination mechanism	Audio Visual & Printing	Print run	1	2	550.00	1,100.00	99,320.00	187,170.00	550.00	550.00				
		Professional Services – Companies/Firm	Advert	2	4	400.00	1,600.00			1,000.00	600.00				
		Consultant - Individual - International	W/day	3	30	600.00	18,000.00			9,000.00	9,000.00				
		Consultant - Individual - Local	W/Day	4	30	350.00	10,500.00			5,000.00	5,500.00				
		IT Equipment	Lump	5	1	20,000.00	20,000.00			20,000.00					
		Travel – Local	Trip	6	10	1,000.00	10,000.00			5,000.00	5,000.00	2,000.00			
		Travel - International	Trip	7	3	5,000.00	15,000.00			8,000.00	7,000.00				
		Professional Services – Companies/Firm - Portuguese-English Translation Services	Lumpsum	8	1	20,000.00	20,000.00			15,000.00			5,000.00		
	1.2 No-objection procedure (NOP) established and implemented	Workshops/Training	W/day	9	3	1,040.00	3,120.00	1,040.00		2,080.00					
		Audio Visual & Printing	W/Day	10	0	-	-								
	1.3 Bilateral agreements between the country and the GCF executed	Consultant - Individual - International	W/Day	11	20	600.00	12,000.00	6,000.00		6,000.00					
		Consultant - Individual - Local	W/Day	12	30	350.00	10,500.00	5,250.00		5,250.00					
	1.4 NDA's monitoring, oversight and streamlining of climate finance capacity developed	Consultant - Individual - Local	W/Day	13	5	350.00	1,750.00	350.00		350.00	350.00				
		Audio Visual & Printing	Print run	14	1	200.00	200.00			200.00					
		Audio Visual & Printing	W/Day	15	1	200.00	200.00			200.00					
	1.5 NDA's capacity for multi-stakeholder engagement and consultations process strengthened	Consultant - Individual - Local	W/Day	16	10	350.00	3,500.00			1,750.00	1,750.00				
		Professional Services – Companies/Firm (IT)	W/Day	17	15	600.00	9,000.00			7,000.00	2,000.00				
		Audio Visual & Printing	Print run	18	1	5,000.00	5,000.00					5,000.00			
		Consultant - Individual - Local	W/Day	19	20	350.00	7,000.00					4,000.00	3,000.00		
		Professional Services – Companies/Firm (PR/Comms & IT)	W/Day	20	30	600.00	18,000.00					10,000.00	8,000.00		
Professional Services – Companies/Firm - Webpage Dev		Lumpsum	21	1	5,000.00	5,000.00				2,500.00	2,500.00				
Office Supplies		Lumpsum	22	1	300.00	300.00				3,000.00					
Travel – Local		Trip	23	5	1,000.00	5,000.00				2,000.00	2,000.00	1,000.00			
Outcome 2: Country programme, including adaptation priorities, developed and continuously updated	2.1 GCF Country programme strategy developed.	Workshop/Training	W/Day	24	10	1,040.00	10,400.00				5,200.00	5,200.00			
		Audio Visual & Printing	Print run	25	2	550.00	1,100.00				550.00	550.00			
		Consultant - Individual - International	W/Day	26	40	600.00	24,000.00				10,000.00	10,000.00	4,000.00		
		Consultant - Individual - Local	W/Day	27	10	350.00	3,500.00				1,500.00	1,500.00			
		Professional Services – Companies/Firm	Advert	28	10	400.00	4,000.00	4,000.00			4,000.00				
		Office Supplies	Lump	29	1	500.00	500.00				250.00	250.00			
		Travel - International	Trip	30	3	5,000.00	15,000.00				5,000.00	7,500.00	7,500.00		
		Workshop/Training	Day	31	5	1,040.00	5,200.00				2,080.00	5,200.00			
	2.2 Country Mitigation and Adaptation priorities identified.	Workshop/Training		32			-								
		Consultant - Individual - International	W/Day	33	10	600.00	6,000.00					3,000.00	3,000.00		
Outcome 3: Set up initial arrangements for Direct Access to GCF resources.	3.1 Candidate entities identified and nominated for accreditation	Consultant - Individual - International - Concept Notes Development	Concept	34	3	20,000.00	60,000.00	88,100.00			60,000.00				
		Consultant - Individual - Local	W/day	35	6	350.00	2,100.00					1,050.00	1,050.00		
		Travel - International	Trip	36	4	5,000.00	20,000.00				8,000.00	10,000.00	2,000.00		
		Consultant - Individual - Local	W/day	37	10	350.00	3,500.00					1,750.00	1,750.00		
4.2 Alignment of Accredited Entity project pipeline		Professional Services – Companies/Firm	Advert	38	1	400.00	400.00	97,020.00	97,020.00			400.00			
		Professional Services – Companies/Firm - Entity Accreditation Support	Lumpsum	39	2	45,000.00	90,000.00					30,000.00	30,000.00	30,000.00	
		Workshop/Training	Day	40	3	1,040.00	3,120.00					2,080.00	1,040.00		
		Audio Visual & Printing	Print run	41	1	550.00	550.00					550.00			
		Professional Services – Companies/Firm	Advert	42	1	400.00	400.00			400.00					

Outcome 4: Access to finance	development in alignment with Country Programmes	Consultant - Individual - International Programmng Expert	W/day	43	30	600.00	18,000.00	39,530.00									
		Consultant - Individual - Local	W/day	44	10	350.00	3,500.00										
		Travel - International	Trip	45	3	5,000.00	15,000.00										
		Workshop/Training	W/day	46	2	1,040.00	2,080.00										
	4.5 Private sector engagement	Audio Visual & Printing	Print run	47	1	550.00	550.00										
		Consultant - Individual - GCF Private Sector Expert	W/day	48	30	600.00	18,000.00										
		Consultant - Individual - Local	W/day	49	20	350.00	7,000.00										
		Travel - International	Trip	50	2	5,000.00	10,000.00										
		Professional Services – Companies/Firm	Advert	51	3	330.00	990.00										
		Workshop/Training	W/day	52	3	1,040.00	3,120.00										
Total Outcome Budget									504,780.00	102,670.00	134,060.00	19,650.00	128,070.00	89,960.00	40,500.00		
Project Management Cost (PMC) Up to 7.5% of Total Activity Budget		Readiness Coordinator	Month		22	700.00	15,400.00	Actual amount and % of PMC requested: do not change the	Maximum PMC that can be requested: do not change the								
		Project Assistant Admin & Finance	Month		22	500.00	11,000.00										
		Travel – Local	Trip		6	1,000.00	6,000.00										
		Audit Fee	Lumpsum		1	5,000.00	5,000.00			37,400.00	37,858.50						
							-			7.41%	7.50%						

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Breakdown (per budget category)	Total (per budget category)
Audio Visual & Printing	8,700.00
Audit Fee	5,000.00
Consultant - Individual - International	60,000.00
Consultant - Individual - Local	52,850.00
Professional Services – Companies/Firm	7,390.00
IT Equipment	20,000.00
Office Supplies	800.00
Travel - International	75,000.00
Travel – Local	21,000.00
Workshop/Training	23,920.00
0	-
0	-
0	-
0	-
0	-
Total Outcome Budget + PMC	274,660.00

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Total Outcome Budget		504,780.00
Project Management Cost (PMC)	7.4% requested	37,400.00
Contingency	5% requested	25,239.00
<hr/>		
Sub-Total (Total Outcome Budget + Contingency + PMC)		567,419.00
Delivery Partner Fee (DP) - Up to 8.5% of the Sub-Total		48,230.62
<hr/>		
Total Project Budget (Total Activity Budget + Contingency + PMC + DP)		\$ 615,650.00

Budget Note	Detailed Description
Example - "A"	Example - One national consultant (climate change sepcialist) for 30 working days @ \$500 per day for activity 1.1.1, 1.1.2
1	Costs for printing background material required under Sub-outcome 1.1.
2	Advertising cost
3	One international consultant (NDA Coordination Specialist) for 30 days @ 600/day for activities 1.1.1 & 1.1.2
4	One national consultant (supporting/understudy NDA Coordination) 30 days @ 350/day activities 1.1.1 & 1.1.2
5	Lumpsum costs for 4 laptop computers, 1 scanner/printer, data storage devices and NDA server upgrades
6	Local travel related to activity Sub-outcome 1.1. Up to 10 trips estimated @ 1,000 a trip.
7	International consultant's travel & possible benchmarking international travels for project purposes under Sub-outcome 1.1. Provision made for up to 3 trips @ 5,000/trip
8	Lumpsum costs for translation and intepreion services for the duration of the readiness support.
9	Costs of workshop venues, catering related to Sub-outcome 1.1. - provision made for up to 3 events @ 1,040/event.
10	Not applicable
11	Up to 5 day's worth of work @ 600/day by same international consultant envisaged under Activity 1.1.1 to make inputs into activity 1.2.1 work developed by national consultant, RC and NDA.
12	one national consultant (supporting/understudy NDA Coordination) 10 days @ 350/day activity 1.2.1
13	one national consultant (faciliate signing of P&I) 5 days' worth of inputs stretch over first year.
14	1 print run of the P&I document at 200.
15	1 print run for draft document(2)/templates @ 200
16	one national consultant (climate change finance tracking system/tool) for 8 days supporting contracted firm @ 350/day - activity 1.4.1
17	one IT Firm/specialist to develop suitable computerised climate change finance tracking tool - activity 1.4.1
18	Printing costs for background documents & drafts for stakeholder engagement - Sub-outcome 1.5
19	one national consultant (stakeholder engagement) to support the firm hired for under activity 1.5.1
20	PR or Communications firm to lead stakeholder engagment strategy & action plan for 30 days @ 600/day
21	Lumpsum for webdesign costs - activity 1.5.1
22	Lumpsum costs for consumable office supplies and stationeries for stakeholder workshops activity 1.5.1
23	cost of local travel during stakeholder engagement process. Up to 5 trips envisaged @ 1,000/trip
24	Costs for venues, catering and logsitcs during 24 stakeholder engagment workshops activity 1.5.1. Up to 10 such events planned @ 1,040/workshop
25	Cost of 2 print runs of drafts/copies of the CPS @ 550/print run
26	One international consultant (Climate Change Programming Specialist) for 40 days @ 600/day for activities 2.1.1 & 2.1.2
27	one national consultant (climante change programming) for backstopping/understudyign international consuoltant - activity 2.1.1. Up to 10 days' @ 350/day. This could be the same consultant as envisaged under activity 2.1.1 & 2.1.2.
28	Advertising cost activties under Sub-outcome 2.1. Up to 10 adverts are foreseen @ 400/placement

29	Lumpsum costs for consumable office supplies and stationeries for stakeholder workshops - activities 2.1.1 & 2.1.2
30	International consultant's travel & possible benchmarking international travels for project purposes under Sub-outcome 2.1. Provision made for up to 3 trips @ 5,000/trip
31	Costs for venues, catering and logsitcs during 24 stakeholder engagment workshops activity 2.1.1. Up to 5 such events planned @ 1,040/workshop
32	Not applicable
33	one international consultant (Climate Change Programming Specialist) for 10 days @ 600/day for activity 2.1.2. Same consultant as 2.1.1
34	Lumpsum for competetively procuring multi-disciplinary expertise to develop a set of up to 3 Concept Notes for most pressing adapation and mitigation priorities including forthe highly affected vulnerable communities of the Cunene Province.
35	one local consultant (project development/programming) to support climate change programming specialist. Could be same national consultant as envisaged under 2.1.1. up to 6 days @ 350/day
36	International consultant's travel & possible benchmarking international travels for project purposes under Sub-outcome 2.2. Provision made for up to 4 trips @ 5,000/trip
37	one national consultant (climate change programming) for 10 days @ 350/day for activity 3.1.1. Could be the same as the one under activity 2.1.1.
38	Advertising costs inviting aspiring entities activity 3.1.1.
39	one consultancy firm (collection of suitable skills accreditation support). The NDA intends to nominate 2 entities at support cost of 45,000/entity.
40	Cost for venues, catering and logistics during engagement workshops with aspiring entities. Up to 3 events envisaged at 1,040/workshop. Activity 3.1.1
41	Printing costs of background materials. A single print run @ 550 planned - activity 4.1.1
42	Advertsing costs inviting internationally accredited & regionally accredited entities in Angola - activity 4.1.1
43	one international consultant (Climate Change Programming Specialist) for 30 days @ 600/day. Activity 4.1.1
44	one national consultant (climate change programming) for 10 days @ 350/day for activity 4.1.1. Could be the same as the one under activity 2.1.1.
45	International consultant's travel & possible benchmarking international travels for project purposes under activity 4.1.1 Provision made for up to 3 trips @ 5,000/trip
46	Cost for venues, catering and logistics during engagement workshops with aspiring entities. Up to 2 events envisaged at 1,040/workshop. Activity 4.1.1
47	Printing costs of background materials. A single print run @ 550 planned - activity 4.2.1
48	one international consultant (GCF Private Sector Facility Specilaist) for 30 days @ 600/day for activity 4.2.1.
49	one national consultant (private sector specilaist) for 20 days @ 350/day for activity 4.2.1.
50	International consultant's travel & possible benchmarking international travels for project purposes under activity 4.2.1 Provision made for up to 2 trips @ 5,000/trip
51	Advertsing costs inviting private sector entities in Angola - activity 4.2.1
52	Cost for venues, catering and logistics during private sector engagement workshops. Up to 2 events envisaged at 1,040/workshop. Activity 4.2.1

Budget Categories
Audio Visual & Printing
Audit Fee
Consultant - Individual - International
Consultant - Individual - Local
Professional Services – Companies/Firm
IT Equipment
Office Supplies
Travel - International
Travel – Local
Workshop/Training

Indicate additional budget categories

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						
IT Equipment	4 laptops	6,000.00	Open tender	> \$3,500		
	1 Printer/Scanner	2,000.00	Open tender	> \$3,500		
	1000 USB Storage devices	1,000.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Server upgrades	11,000.00	Open tender	>3,500		
Advertising	Sub-Outcome 1.1 Advert	1,600.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 2.1 Adverts	4,000.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 3.1 Advert	400.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 4.1 Advert	400.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
Workahop Venues	Sub-Outcome 1.1 Workshops x 3	3,120.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 1.5 Workshops x 10	10,400.00	Direct Procurement - 3 quotes	\$351 - \$3,500 (1 event = \$1,040)		
	Sub-Outcome 2.1 Workshops x 5	5,200.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 3.1 Workshops x 3	3,120.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 4.1 Workshop x 2	2,080.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
	Sub-Outcome 4.2 Workshops x 2	2,080.00	Direct Procurement - 3 quotes	\$351 - \$3,500		
Sub-Total (US\$)		\$ 52,400.00				
Consultancy Services						
International Consultants	NDA Coordination Support Specialist	21,000.00	Open tender	> \$3,500		
	Climate Change Programming Specilaist - Country Programme & Pipeline Development	48,000.00	Open tender	> \$3,500		
	Proposal Development Specilaists - Cunene Province CC Resileince Project	120,000.00	Open tender	> \$3,500		
	Private Sector Expert - GCF Private Sector Facility	18,000.00	Open tender	> \$3,500		
	Entity Accredidtion Support Specialist - Public Sector	45,000.00	Open tender	> \$3,500		
	Entity Accredidtion Support Specialist - Private Sector	45,000.00	Open tender	> \$3,500		
Local Consultants	Readiness Coordinator	16,800.00	Open tender	> \$3,500		
	Project Assistant - Finance and Admin	12,000.00	Open tender	> \$3,500		
	Local Consulnat - Young Professional for the project duration	38,850.00	Open tender	> \$3,500		
	PR, Media & Communications	18,000.00	Open tender	> \$3,500		
	IT Expert	9,000.00	Open tender	> \$3,500		
	Wepage Development	5,000.00	Open tender	> \$3,500		
	Auditors	5,000.00	Open tender	> \$3,500		
	Portuguese-English Translation Services	20,000.00	Open tender	>3,500		
Sub-Total (US\$)		\$ 421,650.00				