

Readiness Proposal

with Le Centre De Suivi Ecologique (CSE) for the Republic of Chad

3 November 2016 | NDA Strengthening & Country Programming



GREEN
CLIMATE
FUND

(Please submit completed form to countries@gcfund.org)

Executive Summary <i>(in one page)</i>	
Country (or region)	Chad (Africa)
Submission Date	16/09/2015
NDA or Focal Point	Mr Koularambaye Koundja (Focal Point),
Contact Point <small>(both NDA/FP and delivery partner)</small>	<p>Focal Point: Name: Koularambaye Koundja Position: Environmental Expert, Ministry of Agriculture and Environment Email: koundjajulien@yahoo.fr and koundjajulien@gmail.com Tel: (+235) 66289347/ 99475706 Full Office address: Ministry of Agriculture and Environment, Rue Idriss Miskine, P.O.Box 447, Ndjaména – Chad</p> <p>Delivery Partner: UNDP Name : Hobah Rogoto Position : Assistant to the Resident Representative, Sustainable Development Programme Email: hobah.rogoto@undp.org Tel: (+235) 66268480 / 99350385 Full Office address: UNDP, Villas des Hôtes , Route de Farcha , P.O.Box 906, Ndjaména – Chad</p>
Readiness Area/s	<input checked="" type="checkbox"/> 1. Establishing and strengthening National Designated Authorities (NDAs) or Focal Points <input checked="" type="checkbox"/> 2. Strategic frameworks for engagement with the Fund, including the preparation of country programmes <input type="checkbox"/> 3. Selection of implementing entities or intermediaries, and support for accreditation <input type="checkbox"/> 4. Initial pipelines of programme and project proposals
Request Summary <small>(in 200 words)</small>	<p>Chad is a highly vulnerable country with more than half of its territory being a desert. The country is subject to climate shifts and climate change consequences that negatively affect lives and livelihoods of its people.</p> <p>Although the country ratified all the key climate-related conventions, it has not benefited adequately from the financing mechanisms of the convention: none of its NAPA and NAMA projects have so far received financial support for implementation.</p> <p>Chad therefore seeks to remedy the paradoxical situation by girding its loins to face climate change challenges and prepare itself to access GCF resources. After the nomination of its focal point, Chad now requests readiness and preparatory support to strengthen his capacity (and those of the NDA, once nominated) so that the FP/NDA may effectively discharge the GCF-related roles and responsibilities and speed up the process of facilitating the development of projects and programmes that are both aligned to the country's strategic priorities and the GCF investment framework. This support will initially focus on activity areas 1 (strengthening the Focal Point or NDA once it is nominated) and 2 (developing a country programme).</p>
Anticipated Duration	05/12/2015 – 04/12/2017 (24 months)
Estimated total cost	Up to US\$ 300,000

SECTION A: RATIONALE FOR REQUEST

A.1

Background

Please provide country overview including initiatives related to climate finance e.g. NAMAs NAPs... etc.

Chad is a landlocked country with a population estimated at about 11,469,840 people. Its landmass covers an area of 1,284,000 km², more than half of which is a desert. Chad is situated in the central African region and neighbors Libya, Nigeria and Sudan. Over the last few decades, Saharan and Sahelian climatic zones encroached Chad's territory by some 150km southward. The country also saw its Lake Chad shrink from an area of 25,000 km² (in 1960) to only 2500 km² today. These climate shifts significantly reduced agricultural, pastoral and fishery production, contributing to the disappearance of some plant and animal species and causing massive displacement of pastoralists and farmers to more suitable areas for their livelihood. Chad's main economic activities remain those associated with the primary sector such as agriculture (21% of GDP), animal husbandry and subsistence fishing. While the oil industry is recent, it is nonetheless booming and exports began in 2004, contributing 37% to the country's GDP and 88% of export revenues in 2010. Nonetheless, Chad is among the Least Developed Countries (LDC) with 62.9% of its population living below the poverty line.

In terms of climate response, Chad signed the United Nations Framework Convention on Climate Change (UNFCCC) in 1992 and ratified it on 30 June 1994. It signed the Kyoto Protocol in 2002 and ratified it in 2009. In doing so, it committed to establishing among others, national inventories of greenhouse gas emissions, developing adaptation and mitigation strategies and measures to reduce the vulnerability of natural and human systems to climate change impacts, as well as assessing its capacity needs with regard to adaptation and mitigation technologies. The first and second national communications were developed, as well as a national adaptation plan of action (NAPA), which was submitted to the UNFCCC secretariat in 2009. Chad also prepared and submitted voluntary nationally appropriate mitigations (NAMAs) actions in 2010 covering the energy, forestry and the agriculture sectors.

It also developed a number of climate-related policy and strategy documents and enacted some legislation to strengthen its legal and regulatory framework associated to climate change. These include:

- An environmental Law N°014 / PR / 1998 defining the general principles of environmental protection;
- The National Strategy and Action Plan on Biological Diversity (SNPA - DB);
- The National Action Programme for the Fight against desertification);
- A Five-Year Plan of Agriculture in Chad (2013).

The country also embarked on a series of activities that consist of planting thousands of trees each year and of implementing the national programme for development of green belts around Chadian cities. Chad has also established the Special Fund for the Environment in 2013 in order to mobilise domestic climate finance through specific domestic taxes.

Chad's engagement with the GCF started in May 2015 when the country nominated its Focal Point. Besides the phone calls and emails exchanged with the GCF secretariat, Chad actively participated in the recently concluded 2015 Africa-Middle East workshop organised by the GCF in Alexandria (Egypt) from 6-8 September 2015.

A.2

Justification for request

Chad is committed to contributing to the global effort to reduce greenhouse gas (GHG) emissions and increase its resilience to climate change by implementing coherent programmes to become an emerging economy by 2030. The big challenge, however, is how to strengthen its adaptation capabilities while transitioning from its current development model (fossil fuel based) to a low carbon development pathway.

Despite being an LDC and its huge adaptation needs, Chad has not been able to secure funding for a single NAPA project. Similarly, none of its NAMA projects was able to attract financial support for implementation to date. The operationalization of the GCF is therefore a welcome news for Chad. In order to avoid the repeat of the disappointing experiences with previous climate financing mechanisms, Chad wishes to request support in order to strengthen the country's systems and accelerate the preparation of projects or programmes for financing by the GCF. For this to happen,

- The Focal Point (or NDA once it is nominated) needs to play effectively the role of interface between the GCF and Chad. As he was only nominated in May this year, he requires significant capacity building in order to develop a thorough understanding of the functioning of the Fund and the requirements for effectively engaging with it, and then relay the acquired knowledge to other relevant national stakeholders. Hence the request for readiness support for activity area 1 (strengthening the Focal Point or NDA once it is nominated).
- Adaptation and mitigation programming priorities, that are consistent with the GCF's *Initial Investment Framework*, need to be defined in a coherent way through a multi-stakeholder process that builds on existing relevant initiatives, under the guidance of the Focal Point. Hence the need for support to develop a country programme (activity area 2).

SECTION B: SCOPE OF WORK

B.1

Description of activities (*Please provide detailed logical framework as an annex. See Annex I for content to build from.*)

If consultancy service is required to undertake proposed activities, please also include a brief terms of reference of the service in this section or as an annex.

The initial phase of the Readiness and Preparatory Support Programme will focus on the standardised readiness package for (i) the strengthening of Focal Point (and NDA once it is nominated), and (ii) the development of strategic framework for engagement with the Fund, including the preparation of a country programme (activity 2). These activities are described below, with an initial logical framework included as Annex I.

Activity 1: Strengthening the NDA

Recruiting national and international experts (with good command of English language) as required to provide technical and management assistance to the Focal Point (FP) or the NDA (once nominated), in order to:

1. Identify the appropriate institutional structure that will support collaboration between the Government and the GCF, and facilitate nomination of the NDA;
2. Strengthen the knowledge and capacities of the FP/NDA coordination team to fulfil its roles and responsibilities;
3. Coordinate and liaise with other ministries, relevant departments and agencies on key issues relating to the GCF, including consultations on the development of a country programme; and
4. Build the capacity of the FP/NDA to engage stakeholders and organise multi-party consultations.

The Focal Point may also add, within the resource envelope, other activities in accordance with the Fund's defined scope of work in the Standardised Package for NDA or Focal Point Strengthening, available at:

http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_1_NDA_Strengthening.pdf.

Activity 2: Strategic Engagement Framework with the Fund

The Focal Point (and later the NDA) will develop a country programme by undertaking a number of activities, including:

1. Identifying the government's mitigation and adaptation priorities in accordance with its strategic policy documents, other sectoral programmes and the Fund's *Initial Results Management Framework*;
2. Identifying a list of programmes and projects, including public-private partnerships, consistent with the Fund's *Initial Investment Framework*;
3. Organising trainings, workshops and consultations with relevant non-state actors from the civil society (including reps of indigenous people), academia and private sector (including micro, small, medium enterprises) on GCF-related issues, including consultations on the development of a country programme
4. Identifying opportunities to engage the private sector, including micro, small and medium-sized enterprises, and to leverage their capacity to implement programming priorities;
5. Identifying the roles of prospective public and private sector entities that may be accredited by the Fund in implementing Chad's programming priorities with respect to the Fund;
6. Identifying how the GCF can build on the ongoing work of other development partners in the country, and deliver its support in a manner complementary to the efforts of other partners; and
7. Organizing a stakeholder consultation processes for the development of the country programme.

The Focal Point (and the NDA once nominated) will develop a plan to manage any conflict of interest that may arise in delivering this particular activity and may add other elements of the country program and will also undertake stakeholder consultations in a manner that is consistent with the Fund's resource envelope and scope of work defined in the Standardised Package for Country Strategic Frameworks, available at: http://www.gcfund.org/fileadmin/00_customer/documents/Accreditation/Scope_of_Work_Package_2_Country_Programme.pdf.

B.2 Expected results

Activity 1: The capacities of the Focal Point (and the NDA, once established) are built to effectively fulfill its roles and responsibilities in relation to the Fund.

Activity 2: Development, through a stakeholder engagement process, of a country programme to include elements provided in the Fund's *Initial general guidelines for country programmes*, which will include programming priorities and programme/project concepts consistent with the Fund's *Initial results management framework* and *Initial investment framework*.

More details are found in the logical framework, in annex 1.

SECTION C: BUDGET (include total cost and share of GCF funding)

Please use the separate budget template provided to detailed relevant line items.

A detailed budget will be provided with the inception document. Based on the guidance from the standardised package for activities 1 and 2, the following high-level, indicative budget breakdown is envisaged:

Activity 1 & 2 combined : US\$ 300,000

- Consultants' fees:US\$125,000
- Consultants' travel and per diems: US\$ 35,000
- Workshops (venue, catering, travel, per diem, materials, etc.):US\$ 95,000
- Other costs (including audit costs):.....US\$13,500
- Contingency:..... US\$ 13,500
- Project Management costs (UNDP)..... US\$ 18,000

Note: please refer to the Fund's guide on indicative budgets for the standardised packages for activity 1 and activity 2.

SECTION D: IMPLEMENTATION PLAN

D.1 Implementation arrangements

Please include information on delivery partners.

The office of the UNDP in Chad will serve as the delivery partner and will work under the leadership and guidance of the Ministry of Agriculture and Environment of the Republic of Congo (the Ministry). The Ministry will set up a management unit that will have oversight of the technical aspects in implementing the programme. With the guidance of the Ministry, UNDP-Chad will hire the consultants and procure other services to deliver Activity 1 and 2. The detailed implementation arrangements including the procurement plan and a detailed implementation plan will be further elaborated in the inception document.

D.2 Disbursement and implementation schedule

The funding will be transferred to UNDP-Chad, who will act as delivery partner, in three tranches:

- The first disbursement, which amounts US\$ 120,000, will be transferred upon the submission of an inception document from the Focal Point to the Fund, in form and substance acceptable to the Fund, which includes detailed implementation plan, procurement plan and budget;
- The second tranche of US\$ 130,000 will be transferred upon submission of an interim progress report and audited financial report, in form and substance acceptable to the Fund, including an audited expenditure statement; and
- The final disbursement of \$50,000 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.

D.3	Procurement plan
<p><i>Please provide detailed procurement plan including methods.</i></p> <p>UNDP-Chad, under the guidance of the Focal Point (and later the NDA), will competitively procure services consistent with its procurement rules and regulations.</p> <p>The terms of reference (ToR) of consultants will be developed under the guidance of the Focal Point (and later the NDA) to include the tasks outlined in the request summary above. Items such as venues and travel for stakeholder workshops to be organised will also be procured consistent with the UNDP's procurement rules and regulations.</p> <p>The consultants' ToR, information on the process and the results of procurement to be undertaken will be included in the inception document where such information can be provided in advance. The process and the results will be included in the interim progress and completion reports once such procurement has been undertaken and completed.</p>	
<p>SECTION E: MONITORING & REPORTING PLAN</p>	
<p><i>Please describe the frequency and responsibility for monitoring the indicators, the source of information that will be used to measure the indicators and the timing for submitting the interim and final reports of the activities implemented and outputs and outcomes achieved.</i></p> <p>The reports to be submitted will be as per what is included in section D.2, and will include reporting against the logical framework included in annex 1</p>	
<p>SECTION F: RISK & MITIGATION MEASURES</p>	
<p><i>Please describe the expected risks (external and internal) that could influence the timing and quality of the deliveries. Highlight if there might be critical risks that could compromise the overall implementation. For each risk, identify the possible early corrective measures that will be in place to avoid or mitigate any negative impact.</i></p> <p>No major risks anticipated at this stage. However, this will be further evaluated and described in the Inception Document.</p>	

Annex I. Logical Framework

	PROJECT SUMMARY	INDICATORS	BASELINES
OUTCOMES	1. The Focal Point's (and later NDA) capacity to undertake Fund-related responsibilities and engage national stakeholders strengthened	1.1 Capacity to coordinate across stakeholders and facilitate effective consultation and communication 1.2 Knowledge on climate and finance priorities strengthened 1.3 System for reviewing proposals and issuing recommendations (or no-objections) established 1.4 Capacity and systems to monitor, evaluate and report on the activities of the Fund and other relevant finance mechanisms and institutions established 1.5 Information, including in local languages, on procedures of the Fund to disseminated to country stakeholders	
	2. Strategic framework for engagement with the Fund developed	2.1 Engagement of private sector, civil society, government and local government stakeholders on priorities for engagement with the fund 2.2 Priorities for project and concepts to be developed for accessing the fund 2.3 Country programming document developed and published in adherence with the initial guidance from the Fund	
OUTPUTS	1.1 A process for supporting coordination across stakeholders and facilitating engagement (including periodic meetings / workshops) 1.2 Annual report on activities of the Fund and other relevant funding	1.1.1 Write up of the coordination process, and convening schedule 1.1.2 Meeting minutes and participant lists documenting engagement of at least xx groups	

	<p>mechanisms and institutions in the country</p> <p>1.3 Information materials on the operational procedures of the Fund in local languages (where relevant) and distribution lists of recipients</p>	<p>1.2.1 Electronic copy of the annual report, and details of public dissemination channels</p> <p>1.3.1 Links to electronic copies of presentations, information materials, climate and development information disseminated to distribution lists where relevant.</p> <p>1.3.2 At least xx information materials on the fund developed and disseminated to at least xx people</p>	
	<p>2.1 Country programme, including elements provided in the Fund's Initial Guidelines for Country Programmes</p> <p>2.2 Summaries of meetings of multi-stakeholder engagement, including list of participants</p>	<p>2.1.1 Copy of country programme, completed using the initial guidance on country programmes prepared by the GCF secretariat</p> <p>2.1.2 Background documentation on the programme, and links to public dissemination channels</p> <p>2.2.1 Agendas and summaries from workshops convened as part of the country programme process</p> <p>2.2.2 Short note on lessons learned from country programming, and good practices in stakeholder engagement</p>	

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Summary	
Country	Chad (Africa)
Date of Submission	15/10/2016
NDA or Focal Point contact details	<p>Focal Point: Name: Koularambaye Koundja Julien Position: Environmental Expert, Ministry of Environment and Fishing Email: koundjajulien@yahoo.fr and julien.koundja@gmail.com Tel: (+235) 66289347/ 99475706 Full Office address: Ministry of Environment and Fishing, Rue Idriss Miskine, P.O. Box 447, Ndjaména – Chad</p> <p>Delivery Partner : Centre de Suivi Ecologique (CSE) Name: Dethie Soumare Ndiaye Position: Head of Climate Finance Unit Email : dethie@cse.sn or dethiesoumare@gmail.com Tel (Office): +221 338258066 Mobile: +221 776583878</p> <p>Full Office address: Rue Léon G. Damas, Fann-Résidence, Dakar, Senegal, PO Box 15532 Dakar-Fann, Dakar, Senegal</p>
Summary of proposed activities and timeline (please also include overall objective of the grant, requested grant amount and expected timeline for implementation) (maximum 350 words)	<p>The objective of this grant is to strengthen the capacity of the Focal Point (NDA once it is nominated) and the country ownership leading to better accessing international climate finance and to minimizing the challenges linked to the early phase of the Green Climate Fund's (GCF) operations in Republic of Chad (RC). Such funding aims to build capacity of the Focal Point (NDA once it is nominated) to better interact with the stakeholders. With this grant, RC expects to see the capacity of its Focal Point (NDA once it is nominated) strengthened to carry out GCF-related tasks and facilitate a smooth engagement with the GCF arising from the implementation of the country program to be developed as a result of this support, taking a gender sensitive approach (readiness area 1). Furthermore, it aims to develop a strategic framework for national engagement with the Fund, as well as a country program, building on existing strategies & plans (readiness area 2). The strategic framework & country program for engagement with the GCF will ensure that programs/projects proposals submitted to GCF will increasingly meet integration of national priorities as well as promote climate relevant transformational development. The grants' activities planned start date is March 2017 for duration of 12 months. The project estimated budget is USD 300,000. The Chad's FP/NDA has designated the CSE as delivery partner for this programme. Therefore, CSE will be in charge to assist the FP/NDA in the recruitment of services providers, the procurement, the monitoring and audits.</p>

A. PROJÉT BACKGROUND & CONTEXT

A.1 Assessment of strengths and needs of the NDA

The Ministry of Environment and Fishing (MEF), which hosts the Focal Point (NDA once it is nominated), has some challenges arising from its institutional evolution.

Chad is committed to contributing to the global effort to reduce greenhouse gases (GHG) emissions and increase its resilience to climate change by implementing coherent programmes to become an emerging economy by 2030. The big challenge, however, is how to strengthen its adaptive capacity while transitioning from its current development model (fossil fuel based) to a low carbon development pathway.

The country is also working on adaptation programs focusing on (i) reducing communities' vulnerabilities and strengthening their resilience to climate change and (ii) strengthening RC's capacity to manage climate-induced risks arising from drought and floods that may damage ecosystems and livelihoods of communities. Some analytical works are needed in order to better align the above national strategic priorities with the GCF investment criteria with a view to develop a pipeline of programs and projects that can be submitted to the GCF for funding. However, with the new territorial organisation increasing the number of provinces from 14 to 23, consultations with stakeholders and the coordination within the country will become extremely challenging. GCF readiness support will help drive the necessary consultation and coordination processes, through strengthened capacities of the Focal Point (NDA once it is nominated). For raising awareness on GCF, the size of the country remains an important challenge. Hence, it is crucial to benefit from GCF readiness funding in order to undertake the inception phase of readiness, taking into account the country areas. Unfortunately, the MEF budget is the lowest among all ministries in the RC, approximately 4% of the total national budget amount. Given that limited capacity of MEF human and financial); RC seeks readiness support for activity 1 (strengthening its role of the Focal Point (NDA once it is nominated) and activity 2 (developing a country program) in order to better engage with the GCF.

Despite being an LDC, Chad has not been able to secure funding for a single NAPA project despite its huge adaptation needs. Similarly, none of its NAMA projects was able to attract financial support for implementation to date. The operationalization of the GCF is therefore welcome news for Chad. In order to avoid the repeat of the disappointing experiences with previous climate financing mechanisms, Chad wishes to request support in order to strengthen the country's systems and accelerate the preparation of projects or programmes for financing by the GCF. For this to happen,

- The Focal Point (or NDA once it is nominated) should ensure effectively the role of interface between the GCF and Chad. As he was only nominated in May 2015, he requires significant capacity building in order to develop a thorough understanding of the functioning of the Fund and the requirements for effectively engaging with it, and then relay the acquired knowledge to other relevant national stakeholders. Hence the request for readiness support for activity area 1 (strengthening the Focal Point or NDA once it is nominated).
- Adaptation and mitigation programming priorities, that are consistent with the GCF's *Initial Investment Framework*, need to be defined in a coherent way through a multi-stakeholder process that builds on existing relevant initiatives, under the guidance of the Focal Point. Hence the needs for a country programme (activity area 2).

A.2 List of national climate change policies and initiatives

Since 2013, the country has not been able to secure funding for a single NAPA project despite its huge adaptation needs. Similarly, none of its NAMA projects was able to attract financial support for implementation to date. The operationalization of the GCF is therefore welcome news for Chad. A list of project ideas and policy actions were identified through a consultation process with key stakeholders, particularly in the agriculture and energy sectors. REDD strategy is one of the cornerstones in leading the country climate policy based on the reduction of forest degradation but also supporting local communities on alternative activities.

Various adaptation projects were proposed focusing on climate-resilient agriculture, forest and energy. The country is currently working on adaptation programs focusing on (i) reducing communities' vulnerabilities and

strengthening their resilience to climate change and (ii) strengthening RC's capacity to manage climate-induced risks arising from drought and floods that may damage ecosystems and livelihoods of communities.

Recently, the country also submitted its INDC to the UNFCCC; it is expected that implementing the measures and interventions proposed in the INDC will cost 4.41 billion US dollars from 2021-2030, focusing on sustainable agriculture, forest and renewable energies.

The development of the GCF country programme will build on these national strategies/planned interventions to define strong engagement with the Fund, in line with national priorities.

In addition to the INDC, the Republic of Chad will take into account some pre-existing climate-smart strategies and programmes highlighted below when designing the GCF country programme:

- National plan of Investment of the Rural Sector of CHAD PNISR ;
- Five-year plan of Development of Agriculture in Chad;
- Five-year plan of Chad ;
- National plan of Development of the Breeding;
- Plan National of Development;
- National action plan of Adaptation to climate change. (PANA-TCHAD)

However, this process of planning will have to be reinforced by a Measuring, Reporting and Verification (MRV) process as recommended by the UNFCCC.

A.3	Key stakeholders to be involved & Proposed process for multi-stakeholder engagement
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RC has the tradition of stakeholders' engagement in any forest, oil, and mining activities. Also, involvement of the international community, through many activism organizations and green watchdogs' associations, has increased the last decade. The high national council for the environment (HCNE) promoted the engagement of nongovernmental organizations, local communities, and partners in the climate policy. The existing platform of dialogue brings politicians and policy makers from parliament, central and local governments who interact with the civil society groups listed above.

Since the national climate policy is now a cross-cutting one, public entities evolving in the field are mainly MEF (Ministry of Environment and Fishing), as well as ministries of energy, rural development, public building, and agriculture; these are the ones, which lead on most climate-smart projects.

In RC, projects development comes from different groups such as NGOs, state entities, private sponsors, etc. Many international public/private entities and NGOs are proactive in RC. During the last decade, trends show that most of these private entities became interested in climate-smart projects. NGOs have also been implementing climate-smart projects in the countryside and have shown they are well organized to do so. Private SMEs, though, are less interested and will need an important boost for project development skills. The banking sector is not very much involved because of the high risk factor associated with most climate-related projects and their uncertainty.

Green media is raising but awareness on climate issues remains low for an important part of the population. Though many medias developed environmental desks, knowledge/information seems to be targeted to a certain group of people in the society. The communication tools and techniques used still focus on literate people and adults. There is still a gap in providing information to specifics groups such as villagers, women, young people, and illiterate citizens.

RC through REDD mechanism has an inter-ministerial steering committee that is in charge of monitoring the forest deterioration and climate pollution drivers in the country. The Technical Working Group (GTR in French Acronym) activities are now part of the same coordination that will play the role of PF/NDA for both GCF and GTR projects/programmes. These existing consultations and decision making bodies might also be involved in the stakeholders' engagement process for the GCF readiness activities.

The GCF consultation process will build on the tradition of stakeholders' consultations aforementioned, and will rely on the existing networks while further empowering them and including groups (NGO, scientists, etc.) focused on non-forest climate change issues (waters, transportations, urbanisation, etc.).

To make an effective and inclusive multi-stakeholder engagement with the Fund, the Focal Point (NDA once it is nominated) will focus on:

- ✚ Organizing a launching workshop to inform stakeholders about the readiness program and GCF policies, priorities and investments framework.
- ✚ Setting-up a steering committee to assist the NDA in its activities
- ✚ Organizing 1 inter-ministerial meeting to inform about GCF policies and investments framework, to build synergies and to inform ministries on the readiness program objectives and activities.
- ✚ Developing a system for issuing calls for proposals, reviewing proposals and issuing recommendations (no-objections), including by continuously mentoring and coaching the NDA team and the steering committee on Fund related issues, specifically on how to coordinate and ensure multi-stakeholders engagement.
- ✚ Organizing and facilitating a multi-stakeholders consultation workshop for private sector, civil society representatives, government and local government stakeholders and academia on priorities for engagement with the Fund, including the identification of priority areas for programming.
- ✚ Organize local forums to inform stakeholders on existing funding opportunities and on access modalities and to identify priority investment areas.
- ✚ Organizing a screening to identify a potential NIE (meeting).
- ✚ Preparing an annual report on activities of the fund and other relevant funding mechanisms and institutions in the country.

B. DETAILED PROJECT ACTIVITIES

B.1 Detailed plan for strengthening the NDA

Chad has requested technical and financial support from the GCF in order to enhance the capabilities of the Ministry of Environment and Fishing (as FP) to engage with the Fund, plan stakeholders coordination and design its strategy of interaction with the Fund.

To this end, the following activities will be conducted during the project:

Strengthening capacity of the NDA: The activities will enable the Ministry of Environment and Fishing to effectively fulfill its role as NDA, including: improve its own knowledge of the Green Climate Fund and the one of other stakeholders in order to promote opportunities for generation of projects; clarify to stakeholders their respective role in engaging with the Fund; carry out the activities of the GCF steering committee and strengthen its awareness of the opportunities of the GCF for Chad. The NDA, with its enhanced capabilities, will be able to ensure effective engagement of all stakeholders in the process of definition of the country strategic programme. He will lead the process of multi-stakeholder consultations and define and operationalize a sound process of no-objection for the submission of projects to the Fund.

The consultation / dialogue activities mentioned in the previous section will be conducted by the NDA with the support of consultants. The consultants (international and national) will be recruited in order to provide technical assistance and practical advice to the NDA on the strategic priority areas for stakeholder engagement with the Fund.

In line with the consultation/dialogue activities mentioned in the previous section, the two consultants – and other dedicated experts - will accompany the FP in the following tasks:

- a) Organize a launching workshop to inform stakeholders about the readiness program and GCF policies, priorities and investments framework.
- b) Organizing 1 meeting for setting up a steering committee to assist the NDA in its coordination tasks across stakeholders (including key Sector Ministries, private sector, non-state actors, academia and other stakeholders);

- c) Organizing 1 inter-ministerial meeting to inform about GCF policies and investments framework, to build synergies and to inform ministries on the readiness program objectives and activities;
- d) Organizing 3 steering committee meetings, for review of proposals and projects development status;
- e) Mapping of relevant national, regional and international climate finance mechanisms available in the country ;
- f) Organizing 2 training sessions, one on climate finance, and another one on project design and financing, to strengthen the technical capacities of key actors (NDA team, Steering Committee, Government officials, project developers, representatives from CSO, academia, local government, private sector, etc.) in the context of the GCF procedures ;
- g) Developing a system for issuing calls for proposals, reviewing proposals and issuing recommendations (no-objections), including by continuously mentoring and coaching the NDA team and the steering committee on Fund related issues, specifically on how to coordinate and ensure multi-stakeholders engagement;
- h) Developing a projects/programmes database system for monitoring and communication purposes;
- i) Translation of meetings and workshops minutes from French into English as well as annual reports ;
- j) Development of communication materials on GCF procedures and activities for national stakeholders;
- k) Documentation and compilation of lessons learned from implementing the activity area 1, and good practices in stakeholder' engagement. This will be done in close collaboration with the communication specialist
- l) Development of a website dedicated to information on activities related to the Fund.

The proposed budget for this component is approximately US \$ 156,000

B.2	Detailed plan for developing the country programme
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The activities to be implemented for the preparation of the GCF country strategic programme include:

- a) Review of existing policies and strategies with the aim of identifying national priorities with regard to climate change (adaptation and mitigation);
- b) Organizing and facilitating a multi-stakeholders consultation workshop for private sector, civil society representatives, government and local government stakeholders and academia on priorities for engagement with the Fund, including the identification of priority areas for programming;
- c) Organizing 4 local forums to inform stakeholders on existing funding opportunities and on access modalities and to identify priority investment areas;
- d) Drafting the country programme;
- e) Organizing 4 Roundtables discussion on the draft country programme;
- f) Organizing a high level validation workshop of the country programme;
- g) Translation of the country programme and meeting minutes from French into English;
- h) Communication around the country programme
- i) Documentation and compilation of lessons learned from country programming and good practices in stakeholder' engagement.

The proposed budget for this component is approximately is US \$ 144,000

C: LOGICAL FRAMEWORK

C.1	Detailed log frame with implementation schedule
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Please provide detailed log frame including activity level. See Annex I. Only sections relevant to the project should be filled in.

D: CONSULTANTS AND EXPERT SUPPORT

D.1 Consultants

Activity Area 1

In order to support the NDA in carrying out planned activities through Activity Area 1 (strengthening the NDA), the delivery partner will recruit some dedicated consultants:

- 1 senior international consultant (for 40 days over the course of 10 months) to support the implementation of activities mentioned in bullet points a, b, c, d, e, f, g, h, i and l in section B1.
- 1 national expert (for 100 days over the course of 10 months) to support at local level the senior international consultant in the implementation of activities mentioned in bullet points a, b, c, d, e, f, g, h, i and l in section B1.

Activity Area 2:

In order to support the NDA in carrying out activities planned under Readiness Activity area 2 (Country programme), the delivery partner will procure the services of consultants and service providers to support the NDA:

- 1 International consultant (40 days over the course of 10 months) analyzing, and synthesizing available documentation, drafting and finalizing the country programme, and supporting the consultation process around the preparation of the country programme.
- 1 national expert (100 days over the course of 10 months) to support the international consultant in analyzing, and synthesizing available documentation, drafting and finalizing the country programme, and supporting the consultation process around the preparation of the country programme.

Activity Area 1&2:

In order to support the NDA in carrying out activities planned under Readiness Activity area 1&2 (Country programme), the delivery partner will procure the services of consultants and service providers to support the NDA:

- 1 communication specialist (for 50 days over the course of 10 months) to implement activity mentioned in bullet point i and k in section B1 (activity area 1), h in section B2 (activity area 2) and contributing to point l in the section B1 and to point l in the section B2 ;
- 1 translation firm which will translate meetings minutes, workshop reports, annual reports and the country programme from French into English (for 2 months) (activity area1&2);
- IT firm for developing the webpage (for 2 months).

D.2 Procurement plan

Please describe the different procurement packages and method of procurement used for each, using the attached template in Annex III.

E: BUDGET

E.1 Budget

Please provide detailed budget using the attached template. Please refer to Annex XVI of the Standardized packages document to check the eligible expenses under the grant.



Readiness_Proposal_
Budget_Template.xlsx

The budget for this program amounts US\$ 300,000 and the details are provided in the attached Excel Workbook. The funding will be disbursed in three tranches:

- the first disbursement, which amounts US\$ 120,000, will be transferred upon the submission of an inception report from the focal point to the Fund. The report will be developed with the support of CSE in form and substance acceptable to the Fund, which includes detailed implementation plan, procurement plan and budget;
- the second tranche of US\$ 130,000 will be transferred upon submission of an interim progress report and financial report, in form and substance acceptable to the Fund, including an audited expenditure statement; and
- the final disbursement of \$50,000 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.

Annex I: Logical framework

	PROJECT SUMMARY	INDICATORS	BASELINES	TARGETS/EXPECTED RESULTS
OUTCOMES	<p>1. NDA capacity to undertake Fund-related responsibilities and engage national stakeholders strengthened</p>	<p>1.1 Capacity to coordinate across stakeholders and facilitate effective consultation and communication</p> <p>1.2 Knowledge on climate and finance priorities strengthened</p> <p>1.3 System for reviewing proposals and issuing recommendations (or no-objections) established</p> <p>1.4 Capacity and systems to monitor, evaluate and report on the activities of the Fund and other relevant finance mechanisms and institutions established</p> <p>1.5 Information, including in local languages, on procedures of the Fund to disseminated to country stakeholders</p>	<p>1.1 The FP has ability to work easily with stakeholders from government, private sector and civil society but is seeking additional support to better understand climate finance and the GCF investment framework.</p> <p>1.2 Knowledge of the FP on climate finance is very limited and boils down solely to funding of enabling activities.</p> <p>1.3 The Focal Point has some experience in providing non objection. However, it needs additional capacity building in order to better perform its role for GCF projects.</p> <p>1.4. There is no system in place to monitor and report on GCF activities at this time. In the future, the NDA plans to implement an evaluation and a reporting system in the country.</p> <p>1.5 Existence of a dedicated team and a communication strategy; However, there is no web page dedicated to the GCF and there is</p>	<p>1.1 NDA capacities have been strengthened and it can fully exercise its mandate by ensuring greater participation of stakeholders.</p> <p>1.2 Knowledge of the NDA and stakeholders have improved, which facilitates the mobilization of more climate finance for Chad.</p> <p>1.3 The NDA has defined a clear process to review and evaluate project proposals and give no objection, with the ability to manage the process satisfactorily.</p> <p>1.4 A system to monitor and report on CGF activities is in place and effective. Increased effectiveness of GCF activities throughout the country</p> <p>1.5 A web page dedicated to the GCF is created in the MEF website and information on the Fund is available in French, as well</p>

			<p>little information in French on the GCF.</p>	<p>as the minutes of the workshops.</p>
	<p>2. Strategic framework for engagement with the Fund developed</p>	<p>2.1 Engagement of private sector, civil society, government and local government stakeholders on priorities for engagement with the fund</p> <p>2.2 Priorities for project and concepts to be developed for accessing the fund</p> <p>2.3 Country programming document developed and published in adherence with the initial guidance from the Fund</p>	<p>2.1 There is a culture of public consultations that will be enabled as part of the Fund consultation process. However, the FP does not have the means to carry out the necessary consultations with all stakeholders on the priorities of the GCF.</p> <p>2.2 The national strategic direction and investment priorities in the fight against CC are defined in the NAMA, the PANA, the INDC, etc. On this basis, the priority concepts to be submitted to the Fund should be defined.</p> <p>2.3 There is no country strategic programme with the Fund to date.</p>	<p>2.1 The NDA has conducted all the necessary consultations to inform stakeholders on the GCF priorities for investment.</p> <p>2.2 The GCF country strategic programme is defined, including investment priorities and project concepts to be submitted to the Fund.</p> <p>2.3 The GCF country strategic programme is developed and published to promote the mobilization of climate funds and attract new investors.</p>

	PROJECT SUMMARY	INDICATORS	BASELINES	TARGETS/EXPECTED RESULTS
OUTPUTS	<p>1.1 A process for supporting coordination across stakeholders and facilitating engagement (including periodic meetings / workshops)</p> <p>1.2 Annual report on activities of the Fund and other relevant funding mechanisms and institutions in the country</p>	<p>1.1.1 Write up of the coordination process, and convening schedule</p> <p>Meeting minutes and participant lists documenting engagement of at least 3 groups</p> <p>Electronic copy of the annual report, and details of public dissemination channels</p>	<p>1.1.1 There is no GCF coordination process and convening schedule at this time. The AND, hosted by the MEF, is taking the oversight lead. There will be a steering committee where other ministries and stakeholders will be overseeing the coordination tasks. On this basis, a coordination process will be designed, including a convening schedule.</p> <p>1.1.2 Each meeting / consultation workshop is always recorded with a signature list of participants.</p> <p>1.2.1 The NDA is used to prepare annual reports for donors of projects he manages. The publication of annual and other information reports (on public consultation workshops for example) are available on the website of MEF.</p> <p>1.3.1 At each meeting or workshop organized by the MEF, presentations are given to participants at the end of the workshop; documents to</p>	<p>1.1 A coordination platform is in place, with a schedule of follow-up meetings for the implementation of readiness activities; the meetings were held as scheduled.</p> <p>1.1.2 Each meeting / Fund consultation workshop was recorded with a signature list of participants and minutes were prepared and circulated to participants for at least three groups.</p> <p>1.2.1 The NDA has prepared annual reports, and disseminated electronic copies of reports on the website of MEF and during the public consultation workshops.</p> <p>1.3.1 In consultation meetings organized within the framework of this project, PPT presentations, documents and other supporting information documents were made available electronically on</p>

	<p>1.3 Information materials on the operational procedures of the Fund in local languages (where relevant) and distribution lists of recipients</p> <p>1.4 Capacity building and information sharing for Focal Point and relevant stakeholders</p>	<p>Links to electronic copies of presentations, information materials, climate and development information disseminated to distribution lists where relevant.</p> <p>1.3.2 At least 3 information materials on the fund developed and disseminated to at least 1000 people</p> <p>1.4.1 Undertake dedicated capacity building activities (trainings, workshops) for NDA and other relevant stakeholders</p>	<p>validate are transmitted to stakeholders two weeks before the date of validation for comments. The reports are published on the website MEF.</p> <p>1.3.2 No information materials prepared and disseminated to date on the Fund, outside the traditional channels used to inform, including radio, TV, and to a lesser extent the Internet.</p> <p>1.4.1 During the project, dedicated capacity building activities will be undertaken to make sure the NDA and national stakeholders have all necessary knowledge to engage with the Fund.</p>	<p>the website of MEF, and circulated to stakeholders at meetings.</p> <p>1.3.2 By the end of the project, at least three communication media / information on the Fund have been prepared and disseminated to at least 1000 people.</p> <p>1.4.1 NDA and other stakeholders have a better understanding of the Green Climate Fund, priorities and procedures.</p>
	<p>Country programme, including elements provided in the Fund's Initial Guidelines for Country Programmes</p>	<p>2.1.1 Copy of country programme, completed using the initial guidance on country programmes prepared by the GCF secretariat.</p> <p>2.1.2 Background documentation on the programme, and links to public dissemination channels</p> <p>2.1.3 Number of national structures interested in being accredited</p>	<p>2.1.1 No GCF investment policy framework for the country.</p> <p>2.1.2 MEF website is the main information dissemination channel.</p> <p>2.1.3 No national entity is accredited to date.</p>	<p>2.1.1 GCF country programme exists and is ready to be submitted to the Fund.</p> <p>2.1.2 The GCF country programme and the documents used for its preparation are available on the web page dedicated to the GCF website MEF.</p> <p>2.1.3 At the end of the project, Chad hopes to have identified at least one national entity willing to engage in the process of</p>

	<p>2.2. Summaries of meetings of multi-stakeholder engagement, including list of participants</p>	<p>2.2.1 Agendas and summaries from workshops convened as part of the country programme process</p> <p>2.2.2 Short note on lessons learned from country programming, and good practices in stakeholder engagement</p>	<p>2.2.1 Agendas and workshop reports are made public for national and international events.</p> <p>2.2.2 Best practices, learned knowledge and experience from projects are available on the MEF web site and the appropriate channels; they are also disseminated to stakeholders.</p>	<p>accreditation by the Fund</p> <p>2.2.1 Agendas and reports of workshops held as part of the preparation of the country strategic programme were made available.</p> <p>2.2.2 At least two analytical notes were prepared on lessons learned on the process of preparing the country strategic programme and disseminated to stakeholders, in particular through the website of MEF.</p>
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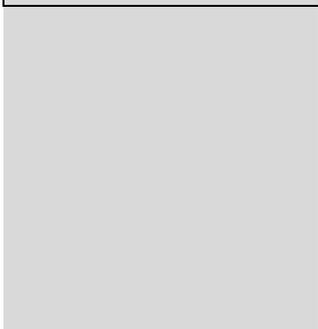
Note: Please fill in only sections relevant to the project

Annex II: Implementation schedule

IMPLEMENTATION SCHEDULE	OUTCOMES	OUTPUTS	INDICATORS	ACTIVITIES	YEAR 1			
					Q1	Q2	Q3	Q4
	1. NDA capacity to undertake Fund-related responsibilities and engage national stakeholders strengthened	1.1 A process for supporting coordination across stakeholders and facilitating engagement (including periodic meetings / workshops)	1.1.1 Write up of the coordination process, and convening schedule	1.1.1.1 Recruit an international consultant, a national consultant, an IT company and a communications specialist.				
				1.1.1.2 Organize a national workshop to launch the process readiness				
				1.1.1.3 Organize a meeting to set up the steering committee and ensure information sharing				
				1.1.1.4 Arrange an inter-ministerial meeting to inform on GCF procedures and investment framework				
				1.1.1.5 Organize 3 steering committee meetings				
				1.1.1.6 Design a strategic planning and coordination process				
				1.1.1.7 Map relevant national, regional and international climate finance mechanisms				
			1.1.2 Meeting minutes and participant lists documenting engagement of at least 3 groups	1.1.2.1 Share the minutes, with participants list of stakeholders				
				1.1.2.2 Document and compile lessons learned from country programming, and good practices in stakeholder' engagement				
				1.2 Annual report on activities of the Fund and other relevant funding mechanisms and institutions in the country	1.2.1 Electronic copy of the annual report, and details of public dissemination channels	1.2.1.1 Prepare and dissemination of a semi-annual report and an annual report on the readiness program activities		
1.3 Information materials on the operational procedures of the Fund in	1.3.1 Links to electronic copies of presentations,	1.3.1.1 Share information about the GCF to stakeholders through the appropriate information channels.						

		local languages (where relevant) and distribution lists of recipients	information materials, climate and development information disseminated to distribution lists where relevant.	1.3.1.2 Provide links to electronic files copies of presentations, media and information materials					
				1.3.2 At least 3 information materials on the fund developed and disseminated to at least 1000 people	1.3.2.1 Develop and implement a communication plan, develop and distribute communication materials on the GCF				
					1.3.2.2 Design, produce and distribute communication materials				
		1.3.2.3 Create a Chad GCF page on Ministry of the Environment and Fishing website							
		1.4 Capacity building and information sharing for Focal Point and relevant stakeholders	1.4.1 Undertake dedicated capacity building activities (trainings, workshops) for NDA and other relevant stakeholders	1.4.1.1 Organize a training workshop on climate finance					
				1.4.1.2 Organize a training workshop on the development of bankable projects					
				1.4.1.3 Develop a call for proposals, evaluation of proposals received and no objection process					
	1.4.1.4 Develop a program / project database for tracking and communication purposes								
	2. Strategic framework for engagement with the Fund developed	2.1 Country programme, including elements provided in the Fund's Initial Guidelines for Country Programmes	2.1.1 completed using the initial guidance on country programmes prepared by the GCF secretariat	2.1.1.1 Recruiting an international consultant and a national consultant					
				2.1.1.2 Analyse existing relevant policies and strategies					
				2.1.1.3 Organize 4 local forums to inform stakeholders on existing funding opportunities and access modalities, and to showcase best practices on project development					
				2.1.1.4 Present the results of the analysis and validation workshop of national priorities					
				2.1.1.5 Develop the country programme					
				2.1.1.6 Organize consultations on the draft country programme					
2.1.1.7 Organize a workshop to validate the country programme									
2.1.1.8 Screening to identify potential institution for accreditation									

			2.1.2 Background documentation on the programme, and links to public dissemination channels	2.1.2.1 Make publicly available reference materials used in the preparation of the country programme				
		2.2 Summaries of meetings of multi-stakeholder engagement, including list of participants	2.2.1 Agendas and summaries from workshops convened as part of the country programme process	2.2.1.1 Dissemination of agendas and reports of workshops				
			2.2.2 Short note on lessons learned from country programming, and good practices in stakeholder engagement	2.2.2.1 Preparation and dissemination of at least two notes on lessons learned				



Annex III: Procurement Plan

The procurement plan will cover the implementation period. The implementing entity shall update the procurement plan throughout the duration of the project at least annually by including contracts previously awarded. All procurement plans, their updates or modifications shall be published on the website of the implementing entity.

General Information

Project Name: : Readiness and Preparatory Support Programme	
Country: CHAD Grant Amount: 300,000 USD Date of First Procurement Plan:	Executing Agency: Centre de Suivi Ecologique Grant Agreement Number: Date of updated Procurement Plan

A. Process Thresholds, Review - Month Procurement Plan

1. Project Procurement Thresholds

1. The following national process thresholds shall apply to procurement of goods and works

Procurement of Goods and Works	
Method	Threshold
Open Competitive / Full Tender	> FCFA 15,000,000 (equiv. USD 25,000*)
Request for three quotations (RFQ)	1st case: >= FCFA 3,000,000 and < FCFA 15,000,000 (equiv. USD 5,000 - 25,000* USD) 2nd case: < FCFA 3,000,000 (equiv. USD 5,000*) (Supply orders of less than FCFA 3,000,000 (including taxes) and works orders of less than FCFA 5,000,000 do not necessitate contracts. Payments shall be made against invoices.
Single source /Shopping	Direct contracting can be used only upon authorization of the Director General of the CSE and in the following cases: a) For exclusive right; b) For renewal of the procurement of additional supplies or works of identical nature; c) For additional contracts with the initial supplier for standardized equipment or spare parts that should match the equipment already in use; d) For supplies, goods or works that have become necessary due to unforeseeable and external circumstances and aiming at supplementing supplies or works that have been subject to prime contract executed by the same successful bidder.

* This is based on the following rate: USD 1 = FCFA 600. This is subject to change

Intellectual services

Method	Threshold
Open Competitive / Full Tender	> FCFA 32,000,000 (equiv. USD 53,333*)
Request for three quotations (RFQ)	1st case: >=FCFA 5,000,000 and < FCFA 32,000,000 (equiv. USD 8,333 - 53,333* USD) 2nd case: < FCFA 5,000,000 (equiv. USD 8333*) (Intellectual service orders of less than FCFA 5,000,000 do not necessitate contract. Payments shall be made against bills of costs, cost estimates or invoices)
Single source /Shopping	Direct contracting can be used only upon authorization of the CSE's Director General in the following cases: a) For exclusive right; b) For renewal of the procurement of additional supplies or works of identical nature; c) For services that have become necessary due to unforeseeable and external circumstances and aiming at supplementing services that have been subject to prime contract executed by the same successful bidder.

* This is based on the following rate: USD 1 = FCFA 600. This is subject to change

Note: Exceptions for single source

- Goods, works, services available from one supplier or contractor
- Urgent need Disaster, force majeure

Depending on its nature, any tender may be made an international tender regardless of its value

2. National Prior or Post Review

2. The following national prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

Procurement Method	Prior or Post	Comments
Procurement of Goods and Works		
Open competitive/Full Tender	post	
Request for quotation (RFQ)	post	
Single source/Shopping	post	
Recruitment of Consulting Firms		
National consultant services	post	
International consultant services	post	
Recruitment of Individual Consultants		
Individual consultant services	post	

3. Goods and Works Contracts Estimated (69,900)

3. The following table lists goods and works contracts for which procurement activity is either ongoing or expected to commence within the next 12 months.

General Description	Contract Value	Procurement Method	Prequalification of Bidders (y/n)	Advertisement Date (quarter/year)	Date of signing of the contract	Comments
Provision of hotel services for workshops and meetings and trainings including hall rent, Catering (meals, lunches, tea and coffee breaks), Provision of workshops/meeting material	45,400	Open competitive/Full Tender	y	Q1 2017	2 th March 2017	A tender will be launched to select an event firm..
Communication materials	7,000	Request for quotation	n	Q1 2017	This tender will be launched after recruiting the communication specialist and receiving the communication plan	Request will be sent to three graphic designers
Airfare tickets of international consultants	17,500	Request for quotation	n	Planning for missions	This tender will be launched after recruiting the international consultants	Request will be sent to three travel agencies

4. Consulting Services Contracts Estimated (131,000)

4. The following table lists consulting services contracts for which procurement activity is either ongoing or expected to commence within the next 12 months.

General Description	Contract Value	Recruitment Method	Advertisement Date (quarter/year)	International or National Assignment	Date of signing of the contract	Comments
Hiring international consultant to support NDA activities (Activity Area 1)	24,000	Open Competitive / Full Tender	Q1 2017	International Assignment	31 th March 2017	TORs will be published in CSE's websites as well as on CSE's network of partners
Hiring international consultant to support design of country programme (Activity Area 2)	24,000	Open Competitive / Full Tender	Q1 2017	International Assignment	31 th March 2017	TORs will be published in CSE's websites as well as on CSE's network of partners
Hiring national consultant to support NDA activities (Activity Area 1)	25,000	Request for quotation	Q1 2017	National Assignment	15 th March 2017	ToR will be sent to a short list of reputable consultant at national level
Hiring national consultant to support design of country programme (Activity Area 2)	25,000	Request for quotation	Q1 2017	National Assignment	15 th March 2017	ToR will be sent to a short list of reputable consultant at national level
IT Firm for the development of webpage	7,000	Request for quotation	Q1 2017	National Assignment	15 th March 2017	Request will be sent to 3 IT firms
Translation Firm	7,500	Request for quotation	Q1 2017	National Assignment	15 th March 2017	Request will be sent to 3 Translation Firms
Specialist communication	12,500	Request for quotation	Q1 2017	National Assignment	15 th March 2017	ToR will be sent to a short list of reputable consultants at national level
Audit costs	6,000	Request for quotation	After programme completion	National Assignment	This tender will launched three months before project completion	ToR will be sent to reputable audit firms operating in the country