

# Readiness Proposal

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**with Fundación Avina for Republic of Paraguay**

11 October 2017 | Strategic Frameworks



**GREEN  
CLIMATE  
FUND**

# Readiness and Preparatory Support Proposal

## How to complete this document?

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

## Where to get support?

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

### **Note: Environmental and Social Safeguards and Gender**

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



fore crucial to support this bottom up approach to strengthening the role of Local Development Councils in the design, development and monitoring of climate change projects and programs while mainstreaming climate action into developing planning.

Thus, this readiness proposal has four specific objectives<sup>3</sup>:

1. Assess, diagnose and prioritize emerging municipalities with the potential to contribute to the enhancement of the implementation of the NDCs.
2. Strengthen capacities of LDC in the twelve selected municipalities to mainstream climate change in their local development agenda and enhance stakeholder engagement.
3. Develop Climate Change Action Strategies and subsequent concept notes to access climate finance from the GCF.
4. Share best practices and lessons learned amongst local governments to serve as basis for the strengthening of regional and national climate change, gender and territorial strategies.

The Paraguayan Readiness support consists of a strategy that develops a solid three-scale (national, regional, and local) integrated process to be implemented simultaneously in 2018. The first Readiness focuses on strengthening the NDA and developing a Country Programme. A second Readiness will have a bottom-up approach that will strengthen country ownership by establishing the local development councils (LDC) as relevant climate change actors at the local level. Additionally, a third strategy at the regional scale is being developed to support the development of the National Adaptation Plan (NAP) Facility, with the active participation of the NDA and other relevant actors. This full strategy will allow coordination and participation of the different representatives at each level, including climate change specialists to identify investment opportunities.

The NDA in Paraguay requested Fundación Avina's collaboration on a long-term strategy to strengthen the capacity of local governments to mainstream the climate change agenda into local development plans, given its vast experience working with local stakeholders, particularly with local governments. Adopting a bottom-up strategy is an essential way to complement the processes developed in the other two Readiness proposals.

We consider that centralized plans and interventions are not enough to design strategies that effectively adapt to different contexts and country-wide scenarios. The departmental scale seems most appropriate to define the pertinent criteria for the distribution of human activities (structuring projects and service networks) and the management of natural resources. Furthermore, we intend to fill an existing gap in matters of departmental planning. This objective is aligned with the current Readiness project called

<sup>3</sup>Paraguay's readiness grant implemented by CAF is focused on strengthening the role of the NDA and the development of the country's work program. This readiness proposal is focused on strengthening 12 local governments in the implementation of mitigation and adaptation actions. This proposal will be closely coordinated with the NDA, including the strategic decisions related to the selection of municipalities to work with, the approval of the climate strategies and their participation in capacity building related activities. One of the readiness proposal main deliverables is the development of Climate change strategies and the development of subsequent project pipelines for local governments. This readiness proposal will also support country ownership processes and ensure local governments have opportunities to access climate finance.

	<p><i>“Enhancing the role of Local Development Councils to contribute to the country’s NDC implementation and access to climate finance.”</i> In this respect, we consider the adaptation of the regional dispositions of the NAP to the municipal level fundamental. Thus, the Readiness proposal will serve as technical and political inputs for the formulation of regional adaptation plans, which are jointly elaborated by institutions and civil society.</p> <p>The Technical Secretariat of Planning for Economic and Social Development (STP), which is the Paraguayan NDA, coordinates the implementation of the National Development Plan (PND). This 15-year document (2015-2030) has as one of its main components the promotion of environmental sustainability. It has also served as a basis for the design of the Nationally Determined Contribution. The Secretariat of Environment (SEAM) chairs the Climate Change National Commission. Both SEAM and STP are key Ministries in the coordination of the climate change and sustainable development agendas. The SEAM will participate throughout the implementation of the readiness proposal in several activities that require their input and ensure connection between local action and contribution to Nationally Determined Contributions.</p> <p>The district scale will be addressed more specifically through land use regulation instruments. The STP aims to strengthen these urban planning documents, called Urban and Territorial Planning Plans (POUT), required by Law 3966/2010. Therefore, the district scale is the most relevant for the conduction of climate change adaptation and planning policies. The Climate Action Plans that will be produced by this readiness project (STP/Avina) will be indispensable inputs for the land use regulation plans (POUT). As a Designated National Authority, the STP will ensure that the Urban and Territorial Planning Plans (POUT) consider the provisions of the recent "Guide for Developing Climate Change Adaptation Plans for local and sectoral governments" prepared by the Secretariat of the Environment (SEAM).</p>
<p><b>8. Total requested amount and currency</b></p>	<p><b>\$ USD 592,813</b></p>
<p><b>9. Anticipated duration</b></p>	<p>18 months</p>

## SECTION 2: LOGICAL FRAMEWORK

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

OUTCOMES	BASELINE	TARGET	ACTIVITIES <i>Please include at least one specific deliverable output for each activity, and the timeframe (month number) in which it will be delivered to GCF.</i>
<b>A1 Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs</b>			
<b>1. Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs.</b>	■0 □1 □2	□0 □1 ■2	<b>A1.1</b> Elaborate a report that assesses ecoregions and their potential to contribute to climate change mitigation and adaptation measures by analyzing climate change variables, risks and opportunities in order to select targeted municipalities. The report will be elaborated based on extensive literature review and interviews with key stakeholders. <sup>4</sup> Deliverables: Report prioritizing 12 municipalities in 6 ecoregions <sup>5</sup> . Completed by month 2 after first disbursement.
	■0 □1 □2	□0 ■1 □2	<b>A 1.2</b> Engage the mayors in the 12 municipalities in the implementation of the readiness and gain their mid-term commitment to take climate action in the project's implementation. <sup>6</sup>

<sup>4</sup> The report will have information for adaptation and mitigation risks and opportunities. A consultant with a long record of accomplishment in climate change work in Paraguay will be hired to undertake this work. The reports will provide detailed assessments of the ecoregions in Paraguay in terms of their adaptation and mitigation potential to help determine the best strategies needed to overcome challenges and take advantage of opportunities for climate action. This work is complementary because it will provide technical input to identify the interventions needed at the local level. CAF's proposal is centered into supporting capacity building about GCF related processes at the centralized level, not local capacity to design climate actions.

<sup>5</sup> Ecoregions will be analyzed will be studied based on their opportunities to address climate change mitigation and adaptation actions. Two municipalities will be selected per ecoregions. The report will only work with six ecoregions.

<sup>6</sup> The meetings consultant, the NDA representative and the Project coordinator will be required to make at least two trips per municipality to provide information on the readiness project and secure collaboration for the engagement and implementation of the participating municipalities during the entire lifespan of the project. Activity 1.2 is not a workshop. The intention is to schedule formal visits to each of the 12 selected municipalities to meet with local authorities (mayors) to discuss the implementation of the readiness proposal, their engagement and benefits. Based on Paraguayan culture, this conversation cannot be done virtually, by phone or in a large group setting. Several visits might be required before agreements are signed.

			Deliverables: 12 signed Collaboration agreements signed with majors from 12 municipalities. <sup>7</sup> Completed by month 4 after first disbursement.
<b>A.2 Twelve municipalities with strengthened capacities to mainstream climate change with gender sensitive approach</b>			
<b>2. Twelve municipalities with strengthened Capacities' to mainstream climate change with gender sensitive approach</b>	<input checked="" type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2	<b>A.2.1</b> Develop the curriculum and methodological guidelines for the strengthening of LDCs as climate change agents, the formulation of Climate Action Strategies (CASs) <sup>8</sup> and the mainstreaming of gender sensitive approach to climate change planning. <sup>9</sup> Deliverables: 200 Curriculums <sup>10</sup> / guidelines printed. Completed by month 4 after first disbursement.
	<input type="checkbox"/> <input checked="" type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2	<b>A2.2</b> Organize meetings with the Local Development Councils to form Climate Change Working Groups (CCWG) in each municipality. The meetings will be inclusive, will include whenever possible the participation of stakeholders (civil society, indigenous peoples, groups of woman and private sector) and will have gender balance. <sup>11</sup>

<sup>7</sup> Cooperation agreements with majors in the participating municipalities are necessary in order to secure collaboration and support through the lifespan of the implementation of the proposal.

<sup>8</sup> The Climate change strategies to elaborate in each municipality are technical papers that will provide valuable information in the development of local development plans and other local instruments for planning.

<sup>9</sup> This component relates to the preparation of a compendium and program for the Capacity building that will be provided to municipal governments. The program will contain information on the basics of climate change, climate change policy and gender on climate action. Guidelines will be develop to orientate local stakeholders on ways to mainstream climate and gender components into local development plans as well as guidelines to design climate change actions plans. Guidelines and programs will be designed, printed and shared amongst local governments. A.2.1 Develop the curriculum and methodological guidelines for the strengthening of LDCs as climate change agents, the formulation of Climate Action Strategies (CASs)<sup>9</sup> and the mainstreaming of gender sensitive approach to climate change planning. The readiness is intended to strengthen capacities at the local level that enable the design of climate change plans and the subsequent development of projects and program ideas. For the capacity-building phase, it is necessary to elaborate the content of the session. Activity 2.1 refers to the development of the printed and digital material that will be handed to participants. This includes theory information, activities for group work, examples and case studies. The methodologic guidelines is a piece of material that will be used by the workshop facilitators. The guidelines will be property of the NDA and will serve them for future capacity building exercises in municipalities across the country.

<sup>10</sup> The term curriculum refers to the lessons and academic content taught in a school or in a specific course or program.<sup>10</sup> Having the material will enable the STP to replicate the workshops in other municipalities in the country. Having copies available will at least resolve the limitation of funds for the printing of guidelines and curriculums.

<sup>11</sup> The project will form working groups with the members of the Local Development Council of each municipality, dedicated to lead the design of climate action strategies per municipality. The groups will have at least eight members, including those in charge of the environmental agenda. These CCWG will be composed with special attention placed on diversity (including representatives of the social, private and public sectors, young people, indigenous peoples and gender parity), and will be dedicated to leading the design of climate action strategies per

			Deliverables: Rosters and minutes of each of the 12 half-day meetings held. List of the members of the 12 Climate Change Working Groups formed <sup>12</sup> . Completed by month 4 after first disbursement.
	■0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 <input type="checkbox"/> 1 ■2	<b>A2.3</b> Organize two-day capacity-building workshops per municipality on gender and climate change policy and commitments <sup>13</sup> . Deliverables: 12 Capacity-building workshops held and 12 summary reports. Completed by month 6 after second disbursement.
<b>3. Twelve Climate Action Strategies for the participating municipalities will be elaborated and three concept notes will be developed</b>	■0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 ■1 <input type="checkbox"/> 2	<b>A3.1 Organize</b> one-day workshops with the Climate Change Working Groups of the LDCs of the 12 selected municipalities to identify climate change measures, prioritize actions and receive inputs for the elaboration of climate actions Strategies (CASs) in line with Paraguay's NDC. <sup>14</sup>  Deliverable: 12 workshops held with stakeholders. Minutes from each of the meetings will be provided. List of participants will be shared. Completed by month 8 after third disbursement.

municipality. Members of the CCWGs will participate in the capacity building process and will receive the tools to elaborate climate change action plans for their municipalities, identify adaptation and mitigation project ideas, and elaborate concept notes to be presented to the GCF and other financial entities for their consideration. Ensuring that every municipality has its own process of capacity building and planning policy assessment is crucial to promote country ownership and enable the participation of key stakeholders.

<sup>12</sup> Working groups will be formed by representatives of the local development councils. These will include representatives from various sectors including civil society.

<sup>13</sup> Using the curriculums/ programs developed, a two-day workshop will be organized per municipality to provide knowledge on climate change and gender. Local stakeholders will be invited to participate. The consultant hired to provide capacity building on gender related matters will focused on providing knowledge on what gender is, its relation with climate policy and how a gender sensitive approach should be adopted when implementing climate change strategies and actions. The consultant will be asked to become familiarized with the GCF gender policy and use it as part of the training he or she will provide. The proposal will provide capacity building to local development councils to enable medium-long term planning on climate change. Project pipelines will be created using the knowledge gained at the workshop. Local development councils engage a number of key stakeholders, including civil society and private sector, ensuring continuity throughout the process.

<sup>14</sup> With the climate change studies in hand, a workshop will be organized in each municipality to identify concrete climate measures, prioritize actions and receive inputs to design the climate action plans. Climate Change Working Groups will participate and local stakeholders, including civil society, indigenous peoples and private sector representatives, will be invited. The workshop locations will most likely be the same. The main reason why the project contemplates the two workshops as separate activities is that, according to Avina's experience in Paraguay, it is very difficult to keep the participants interested and present for more than two days. CCWG members are all volunteers with other professional and personal commitments. We doubt they will be able to participate in activities with a duration that exceeds two full working days. This proposal is complementary to the one presented by CAF because it focuses on strengthening the role of NDA and its responsibilities at a centralized level. This readiness proposal seeks to empower the role of local authorities in the implementation of climate action through strategic support for their own climate change planning processes. The processes supported under this readiness can feed the content of the country program, including the country's pipeline. Fundación Avina will ensure to collaborate with CAF throughout the development of both proposals to ensure complementarity.

	<input checked="" type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	0 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2	<p><b>A3.2</b> Carry out climate studies to understand the impacts of climate change threats and opportunities for action, targeting specific sectors in the ecoregions where the participating municipalities are located to guide the elaboration of CASs<sup>15</sup></p> <p>Deliverable: 6 Climate studies elaborated in the 6 ecoregions chosen. Completed by month 8 after second disbursement.</p>
	<input checked="" type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2	<p><b>A3.3</b> Elaborate 12 Climate Action Strategies through a participatory methodology that includes at least 3 workshops per municipality to collect inputs give feedback and validate strategies<sup>16</sup>.</p> <p>Deliverable: 12 Climate Action Strategies, day meetings summaries and stakeholders. Completed by month 15 after third disbursement</p>
	<input type="checkbox"/> 0 <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2	<p><b>A3.4</b> Elaborate 3 concept notes for the development of full proposals that take into account the actions identified in the climate action strategies<sup>1718</sup>.</p> <p>Deliverable: 3 concept notes developed and submitted to the GCF. Completed by month 18 after third disbursement.</p>

<sup>15</sup> The Climate Change Working Groups formed per municipality will work on designing climate action strategies with the support of climate change specialists, a meetings consultant coordinator and a gender expert. Prior to the design of the CASs, climate studies will be developed to understand how to address identified climate vulnerabilities and opportunities in the six ecoregions chosen. These studies will provide updated scientific information that will guide the plan's design and estimated costs on the climate change impacts identified. Therefore six climate change studies will be developed. Two consultants with background on climate science and economics will be hired to provide such services. Studies will be focused on six ecoregions and on concrete vulnerabilities and needs identified at a previous stage, during the scoping phase that help select the municipalities. The studies are problem specific, focused on addressing concrete local issues, using scientific and economic data. Paraguay's need for local and specialized information is key to ensure that the most accurate science based decisions are made to effectively tackle climate change. This information will be crucial for the elaboration of the climate strategies.

<sup>16</sup> Two workshops will be organized to work with the members of the Climate Change Working Groups. 12 Climate Action Strategies will be presented and validated at a final workshop that will include relevant stakeholders.

<sup>17</sup> Base on the Climate action Strategies, three project ideas will be chosen and developed in form of concept notes. The Project Coordinator, NDA and Fundación Avina through the strategic consultant will analyze the climate action Strategies and select the three projects they find are most in line with GCF investment criteria. The concept notes will be submitted to the GCF Secretariat to receive their feedback. The criteria to prioritize the project/program ideas for the concept notes will be defined by the NDA. The government of Paraguay nominated Fundación Avina as a Direct Access Entity, and as such, it is committed to develop a funding proposal and submitted to the GCF for its consideration. The Government of Paraguay and Fundación Avina agreed that the development of two of the concept notes will be done with in- house expertise, to procure ideas advance beyond the concept note phase.

<sup>18</sup> Fundación Avina will only develop two of the concept notes. The government of Paraguay through the NDA will set up a mechanism to decide whether a concept note will be develop into a full funding proposal. They will also decide which is the most suitable accredited entity to develop a funding proposal.

<p><b>4. Municipalities share lessons learned amongst local governments to serve as basis to strengthen regional and national climate change, gender and territorial strategies</b></p>	<p><input checked="" type="checkbox"/>0 <input type="checkbox"/>1 <input type="checkbox"/>2</p>	<p><input type="checkbox"/>0 <input checked="" type="checkbox"/>1 <input type="checkbox"/>2</p>	<p><b>A 4.1</b> Elaborate 1 report on best practices and lessons learned in the process of elaborating CAS in each municipality. Organize a webinar to share lessons learned and the content of the report.<sup>19</sup></p> <p>Deliverable: 1 report elaborated and 1 webinar organized. Completed by month 18 after third disbursement</p>
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<sup>19</sup> A report gathering the best practices and the lessons learned to gain knowledge on climate change policy, gender as well as the design of climate actions plans will be elaborated to share experiences and challenges faced during the implementation of the readiness program. The report will be distributed among municipalities. Such document is essential to ensure information is transmitted among municipalities that were not part of the project. A webinar will be also organized to invite representatives of the Climate Change Working Groups to share their experiences on the process. The purpose of the webinar is to share lessons learned from the implementation of this readiness with key stakeholders in Paraguay, including the NDA but also with other municipalities that did not directly participate of the readiness. The experiences can also be shared with other governments in the Latin American region, particularly those supporting local governments empowerment to implement Climate change actions.

### SECTION 3: ADDITIONAL INFORMATION

*Please explain how this grant will help deliver on the country's readiness needs as identified above and build on institutions, processes or existing work already underway in the country. Please refer to the Guidebook for more specific information on completing this section.*

The Paraguayan Readiness support consists on a strategy that develops a solid three scale (national, regional and local) integrated process to be implemented simultaneously by the end of 2017.

This Readiness proposal is the third readiness for Paraguay. While the first Readiness submitted by CAF focuses on strengthening the NDA and developing a Country Programme at the national scale, the present one proposes a bottom-up approach by which local development councils (LDC) strengthen country ownership by becoming relevant climate change actors<sup>20</sup>. Thus, these LDC actively contribute to deliver local climate responses and to the implementation of NDCs commitments. A third strategy at the regional scale is being developed in alliance with the United Nations Environment Program to support the development of the NAP Facility, in coordination with the team developing this proposal.

The NDA in Paraguay requested Fundación Avina to work on a long-term strategy to strengthen Capacities of local governments to mainstream the climate change agenda into local development plans given Fundación Avina's vast experience working with local stakeholders, particularly with local governments. Adopting a bottom-up strategy is essential as a way to complement the processes developed in the other two Readiness proposals<sup>21</sup>.

The Technical Secretariat of Planning for Economic and Social Development (STP), which is the Paraguayan NDA, coordinates the implementation of the National Development Plan (PND). This 15-year document (2015-2030) has as one of its main components the promotion of environmental sustainability. It has also served as a basis for the design of the Nationally Determined Contribution. The Ministry of Environment (SEAM) chairs the Climate Change National Commission. Both SEAM and STP are key Ministries in the coordination of the climate change and sustainable development agenda.

The district scale will be addressed more specifically through land use regulation instruments. The STP aims to strengthen these urban planning documents, called Urban and Territorial Planning Plans (POUT), required by Law 3966/2010. Therefore, the district scale is the most relevant for the conduction of climate change adaptation and planning policies. The Climate Action Plans that will be elaborated by this readiness project (STP/Avina) will be indispensable inputs for the land use regulation plans (POUT). As the Designated National Authority, the STP will ensure that the Urban and Territorial Planning Plans (POUT) consider the provisions of the recent "Guide for Developing Climate Change Adaptation Plans for local and sectoral governments" prepared by the Secretariat of the Environment (SEAM).

The SEAM will participate throughout the implementation of the readiness proposal in several activities that require their input and ensure connection between local action and contribution to Nationally Determined Contributions.

With the establishment of a the Local Development Councils, local governments have the opportunity to contribute to the implementation of the climate change commitments made by Paraguay, while designing strategic plans to tackle climate change in their respective territories and gain knowledge to enable them to access to climate finance. Thus, support is needed to enable their work towards strengthening country ownership to adopt effective measures to tackle climate change and gain tools needed to design projects and programs.



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PROPOSAL TEMPLATE

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<sup>20</sup> This proposal is centered into supporting the engagement and participation of local authorities in the climate change agenda with a particular focus on local implementation. The CAF proposal has a more centralized approach, not local. The NDA will be coordinating a space for articulation and information exchange of all GCF related activities in the country, with the purpose of looking for synergies and complementarity among proposals. Periodic meetings will be scheduled. The UNDP proposal is centered into developing the National Adaptation Plan. Fundación Avina will continue having ongoing conversations with UNDP and CAF to ensure local governments can contribute to their work agendas, including concrete strategies on adaptation measures. While developing this proposal, the NDA, Fundación Avina and UNDP were constantly in touch to secure no overlapping of activities.

<sup>21</sup> One of the GCF main purposes is to support country ownership. Engaging local governments in the design, development of climate responses is crucial to build in-house country capacity and ensure that key stakeholders are empowered to take action. The national adaptation strategy in Paraguay states the need to support local governments and their capacity to contribute to climate change, adaptation in particular

The following graph aims to explain the relationship between the local, regional and national frameworks that are part of an integrated Readiness Support Strategy:



<sup>22</sup> This proposal is focused on the strengthening local processes to design municipal climate change strategies, with bankable project ideas that can be later submitted to financial institutions for their consideration, including the GCF. The government of Paraguay requested Fundación Avina to support local processes to ensure that capacity is being built at that level. The UN proposal will focused on adaptation related issues, from a regional approach, while the CAF proposal will support the strengthening of the NDA. Addressing and supporting capacity building at the three levels is crucial for the effective engagement of Paraguay in the climate change agenda.

The proposal has four objectives<sup>23</sup>:

1. Assess, diagnose and prioritize emerging municipalities with the potential to contribute to the enhancement of the implementation of the NDCs. This diagnosis will help assess climate change threats, needs and opportunities for action in different municipalities and will help to select 12 municipalities to support.
2. Strengthen Capacities of LDC in the twelve selected municipalities to mainstream climate change with a gender sensitive approach in their local development agenda and enhance stakeholder engagement. Municipalities have local development plans in place that help them provide course of action in the implementation of their activities. Being local development plans the tool that defines policy at the local level, it is relevant to strengthen capacities that help better understand climate change and identify opportunities for action.
3. Develop Climate Change Action Strategies and subsequent concept notes to access climate finance from the GCF. The development of climate action plans will provide the framework to define priorities and needs at the municipal level and concrete guidance to subsequent projects and programs that can be put forward by local governments. Climate Action Strategies are also relevant for the engagement and commitment local governments can make towards the implementation of NDCs.
4. Share best practices and lessons learned amongst local governments to serve as basis to strengthen regional and national climate change, gender and territorial strategies. The readiness will pursue the adoption of important planning tools to identify concrete climate change actions. The experiences and knowledge gained needs to be shared with key stakeholders and particularly the municipalities that need to benefit from the proposal.

With the establishment of the Local Development Councils, local governments have the opportunity to contribute to the implementation of the climate change commitments made by Paraguay, while designing strategic plans to tackle climate change in their respective territories and gain knowledge to enable them to access to climate finance. Thus, support is needed to enable their work towards strengthening country ownership to adopt effective measures to tackle climate change and gain tools needed to design projects and programs.

The National Strategy of Adaptation to Climate Change establishes education and citizen participation as one of the implementation mechanisms. In this sense, public awareness actions and the training of institutions are crucial: therefore, Local Development Councils are presented as adequate instances to generate spaces for reflection and training in a context of very weak awareness in the field of climate change. To ensure effective appropriation by the actors in the territory, Local Climate Action Plans must be designed in a participatory framework and have both tools and real capacities for their application.

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<sup>23</sup> One of the main objectives of the proposal is the elaboration of municipal climate change strategies that contribute to the implementation of the NDCs in Paraguay and that will be clearly articulated in the country's work program. The strategies will provide information on project ideas that require development but that can contribute the elaboration of projects pipeline. Three of these project ideas will be converted into concept notes

**SECTION 4: BUDGET, PROCUREMENT, IMPLEMENTATION AND DISBURSEMENT**

**4.1. Budget Plan**

Please provide a breakdown of cost estimates and implementation schedule analysed according to the activities suggested in Section 2. Please feel free to replicate this table on Excel spreadsheet if needed.

OUTCOMES (same as in section 2)	ACTIVITIES (same as in section 2. Include at least one specific deliverable output for each activity, and the month number in which it will be delivered to GCF)	TOTAL COST (per activity)	COST CATEGORIES <sup>24</sup>				EXPENDITURE AND IMPLEMENTATION SCHEDULE (add columns if >24 months)				
			Consultants	Travel	Workshops/ Trainings	Others	6m	12m	18m	24m	
<b>A.1 Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs</b>											
<b>1. Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs.</b>	<b>A1.1</b> Elaborate a report that assesses ecoregions and their potential to contribute to climate change mitigation and adaptation measures by analyzing climate change variables, risks and opportunities in order to select targeted municipalities. The report will be elaborated based on extensive literature review and interviews with key stakeholders	6,000	4,800 <sup>25</sup>			1,200	6,000				

<sup>24</sup> Detailed information on expenses are included in the excel document attached.

<sup>25</sup> The details are provided in the Excel document submitted with the proposal.



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	<p>Deliverable: Report prioritizing 12 municipalities in 6 ecoregions. Completed by Month 2 after first disbursement</p>									
	<p><b>A1.2.</b> Engage the mayors in the 12 municipalities in the implementation of the readiness and gain their mid-term commitment to take climate action in the project's implementation</p> <p>Deliverables: 12 Collaboration agreements signed Completed by month 4 after first disbursement</p>	23,040	8,640	14,400			23,040			
<b>A.2 Twelve municipalities with strengthened capacities to mainstream climate change with gender sensitive approach</b>										
<p><b>2. Twelve municipalities with strengthened Capacities' to mainstream climate change with gender sensitive approach</b></p> <p>2. Municipalities assessed, diagnosed and prioritized according to their potential to contribute to the implementation of the NDCs</p>	<p><b>A.2.1</b> Develop the curriculum and methodological guidelines for the strengthening of LDCs as climate change agents, the formulation of Climate Action Strategies (CASS) and the mainstreaming of gender sensitive approach to climate change planning.</p> <p>Deliverable: 200 guidelines/curriculum printed Completed by month 4 after first disbursement</p>	11,320	6,720			4,600	11,320			
	<p><b>A2.</b> Organize meetings with the Local Development Councils to form Climate Change Working Groups (CCWG) in each municipality. The meetings will be inclusive and will have gender balance.</p>	15,720	4,320	2,400	9,000			15,720		



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	Deliverable: Rosters and minutes of each of the 12 half-day meetings held. List of the members of the 12 Climate Change Working Groups formed. Completed by month 4 after first disbursement									
	<b>A2.3</b> Organize two-day capacity-building workshops per municipality on gender and climate change policy and commitments.	56,160	20,160		36000 <sup>26</sup>		56,160			

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Workshops/ Trainings				
description	\$	cost per unit	Units	Total
Meeting room and equipment rental, catering, materials for 2 day workshop for 30 people	\$ 80,00	Cost per person for 2 day workshop	360	\$28.800
one two-day trip to each of the 12 municipalities, for the 2 Climate Change Specialists	\$ 400,00	Cost per day	12	\$4.800
one two-day trip to each of the 12 municipalities, Gender expert	\$ 200,00	Cost per day	12	\$2.400

	<p>Deliverable: 12 Capacity-building workshops held and 12 summary reports. Completed by month 6 after first disbursement.</p>								
<p><b>3. Twelve Climate Action Plans for the participating municipalities will be elaborated and three concept notes will be developed</b></p>	<p><b>A3.1 Organize</b> one-day workshops with the Climate Change Working Groups of the LDCs of the 12 selected municipalities to identify climate change measures, prioritize actions and receive inputs for the elaboration of climate actions strategies (CASs) in line with Paraguay's NDC.</p> <p>Deliverable: 12 workshops organized. Completed by month 8 after second disbursement<sup>27</sup>.</p>	38,640	8640		30000			38,640	
	<p><b>A3.2</b> Carry out climate studies to understand the impacts of climate change threats and opportunities for action, targeting specific sectors in the ecoregions where the participating municipalities are located to guide the elaboration of CASs.</p> <p>Deliverable: 6 Climate studies elaborated in the 6 ecoregions chosen. Completed by month 8 after second disbursement<sup>28</sup></p>	120,000	120,000					120,000	

<sup>27</sup> The reason behind organizing local meetings in each municipality responds to the need to provide capacity building and knowledge to strengthen local processes, including empowering key local stakeholders through the local development councils. By organizing meetings in each municipality, local stakeholder participation will increase. Costs related to transportation and hotel will be cut down.

<sup>28</sup> The studies are local, problem oriented, scientific and economic based. They will feature vulnerability analysis as well as economic modelling of opportunities as well as costs of inaction. These studies are local focused and do not covered the entire ecoregions as it is the case with the UN proposal. These independent activities will provide needed information for the

	<p><b>A3.3</b> Elaborate 12 Climate Action Strategies through a participatory methodology that includes at least 3 workshops per municipality to collect inputs give feedback and validate strategies.</p> <p>Deliverable: 12 Climate Action Strategies, day meetings summaries and stakeholders Completed by month 15 after third disbursement</p>	177,300	98700		78600			78,200	91,600	
	<p><b>A3.4</b> Elaborate 3 concept notes for the development of full proposals that take into account the actions identified in the climate action strategies.</p> <p>Deliverable: 3 concept notes developed and submitted to the GCF. Completed by month 18 after third disbursement<sup>29</sup>.</p>	32,100	32,100						32,100	
<p><b>4. Municipalities share lessons learned amongst local governments to serve as basis to strengthen regional and national climate change, gender and territorial strategies</b></p>	<p><b>A 4.1</b> Elaborate 1 report on best practices and lessons learned in the process of elaborating CAS in each municipality. Organize a webinar to share lessons learned and the content of the report.</p> <p>Deliverable: 1 report elaborated, 1 webinar organized Completed by month 18 after third disbursement</p>	7,350	2,850		4,500				7,350	

elaboration of climate change municipal activities. The workshops organized for the climate change working groups aim to provide concrete local knowledge on climate vulnerabilities, treats and risks. The studies will provide technical information on the impacts of climate change and their respective costs in case of inaction.

<sup>29</sup> In order to secure good quality concept notes, reasonable time will be dedicated by the consultant hired and the staff at Fundación Avina to elaborate concept notes that respond to Paraguay's needs, but at the same time are in line with GCF result areas and priorities.



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<b>SUBTOTAL</b>		<b>\$487,630</b>								
<b>CONTINGENCY (UP TO 5% OF TOTAL ACTIVITIES)</b>		\$24,382								
<b>SUB TOTAL + CONTINGENCY</b>		<b>\$512,012</b>								
<b>PROJECT MANAGMENT<sup>30</sup> COST (UP TO 10%)</b>	Project management costs include: -Project manager salary for 18 months (1200 USD per month) for a total of 21600 -2 external audits. 4000 USD each for a total of 8000	\$29,600 <sup>31</sup>	21600			8000				
<b>DELIVERY PARTNER FEE (UP TO 10% OF TOTAL ACTIVITIES)</b>		\$51,201								
<b>TOTAL</b>		<b>\$592,813</b>						164,670	289,730	139,612

<sup>30</sup> This includes audit costs. Two audits will be performed during the implementation of the proposal. In addition, a project management team will be hired to oversee the implementation of the proposal

<sup>31</sup> 21600 USD will be allocated to pay the salary of the project manager. 8000 USD will be allocated for 2 external audits (4000 USD each).

4.2. Procurement Plan						
<p><i>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. Also, please feel free to replicate this table on Excel spreadsheet if needed.</i></p>						
ITEM	ITEM DESCRIPTION	ESTIMATED COST (US \$)	PROCUREMENT METHOD	THRESHOLDS <i>(Min-Max monetary value for which indicated procurement method must be used)</i>	ESTIMATED START DATE	PROJECTED CONTRACTING DATE
<b>Goods and Non-Consulting Services</b>						
Computer	Purchase of a computer from a computer provider, based on at least 3 quotations and following technical requirements. Payment will be made upon presentation of invoice and satisfactory product delivery. <sup>32</sup>	800	Direct purchase	Up to 3000	Month 1	Month 1
Printer	Purchase of a printer from a computer provider, based on at least 3 quotations and following technical requirements. Payment will be made upon presentation of invoice and satisfactory product delivery <sup>33</sup> .	300	Direct purchase	Up to 3000	Month 1	Month 1
computer accessories	Purchase of a mouse, headset and other accessories from a computer provider, based on at least 3 quotations and following technical requirements. Payment will be made upon presentation of invoice and satisfactory product delivery <sup>34</sup> .	100	Direct purchase	Up to 3000	Month 1	Month 1

<sup>32</sup> The computer, printer and mouse will be given to the project coordinator. This is basic equipment needed to undertake his or her work related to the project implementation

<sup>33</sup> The computer, printer and mouse will be given to the project coordinator. This is basic equipment needed to undertake his or her work related to the project implementation

The computer, printer and mouse will be given to the project coordinator. This is basic equipment needed to undertake his or her work related to the project implementation

<sup>34</sup> Same answer as above.

Graphic Design and printing services	Services of an agency that designs and prints documents will be requested. Payment will be made per item designed and printed <sup>35</sup>	9,000	Best quality and cost selection	5000 and above	Month 4	Month 4
Trips for activities A.1.2, A.2.2, A.2.3, A.3.2, A.3.3	Trips include costs of travel, transportation, food and lodging. The description of number of trips accordingly: A.1.2 Requires: 24 trips for 3 people (two trips per municipality for the Senior Consultant, the STP representative and the Project Coordinator to engage mayor and LDC members), A.2.2 12 trips for 1 person (One trip to each of the 12 municipalities for the strategic advisor), A.2.3 12 trips for 4 people ( One trip to each of the 12 municipalities for the strategic advisor, one two-day trip to each of the 12 municipalities, for the 2 Climate Change Specialists, one two-day trip to each of the 12 municipalities, Gender expert), A.3.1. 12 trips for 4 people (1 trip per municipality for 2 climate change specialists, 1 project coordinator 1 the	69,600	Direct Purchase	Up to 3000	Month 3, Month 5, Month 6, Month 8, Month 10-14,	Month 3, Month 5, Month 6, Month 8, Month 10-14,

35

	description	price per unit	cost per unit	units	total
Curriculum and methodological guidelines for the strengthening of LDCs as climate change agents, the formulation of Climate Action Strategies (CASs) and the mainstreaming of gender sensitive approach to climate change planning	design and printing of 200 copies of 30 pages	23	cost per printed and designed unit	200	\$4.600
Elaborate document containing best practices and lessons learned in the process of elaborating CAP in each municipality	graphic design and printing 200 samples	22,5	cost per unit designed and printed	200	\$4.500

The audience of the material are the participating municipalities. The NDA will also benefit from the material given their intension to replicate the initiative in other municipalities in the future



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	strategic advisor, 1 NDA representative ), A.3.3 48 trips for 2 people, 24 trips for 2 people (4 trips per municipality for the climate change specialists 2, 2 trips per municipality for the project coordinator) <sup>36</sup>					
Meetings, workshops for activities A.2.2, A.2.3,A.3.1, A.3,3	Meetings include cost of renting room, food and coffee snacks for participants: A.2.2 12 meeting 180 people, A.2.3 12 meetings 360 people, A.3.1 12 meetings for 360 people, A.3.3 36 meetings for 540 people 12 meeting for 360 people <sup>37</sup>	100,800	Direct Contracting	Up to 5000	Month 3, Month 5, Month 6, Month 8, Month 10-14,	Month 3, Month 5, Month 6, Month 8, Month 10-14,
External audit firm	One external financial audits quotations range within a rate of 4.000 USD per auditing service and, as required by GCF, we will have one upon completion of first year of implementation, and a second one at the end of the project	8000	Best Quality and cost selection *	Up to 5000	Month 5	Month 6
<b>SUB-TOTAL (US \$)</b>		<b>188,600</b>				
<b>Consultancy Services</b>						
Senior Consultant	A senior consultant will be hired to elaborate report for activity A1.	4,800	Direct Contract	Up to 5000	Month 1	Month 2
Climate change and sustainable development specialists (2)	Two climate and sustainable development specialists will be hired to implement activities A2.1, A2.3, A.3.3, and A4.1.	117,440	Best Quality and cost selection	5000 and above	Month 2	Month 3

<sup>36</sup> Trips related to the service provides are budgeted from Asunción to Municipalities.

<sup>37</sup> Details on where the workshops will take place are not provided given that municipalities have not been chosen yet. Therefore an estimate cost was provided for the travel and lodging.



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Gender Expert	A gender expert will be hired to implement activities A.2.1, A.2.3, A.3.4	99400	Best Quality and cost selection	5000 and above	Month 2	Month 3
Project co-ordinator	A project coordinator is required to oversee the overall implementation and development of readiness proposal.	21600	Consultancy Recruitment	5000 and above	Month 1	Month 1
Climate economist and climate scientist consultants	Two consultants will be hired to implement activities A3.1, one with an economic background and a climate scientist to elaborate climate change studies for municipalities that will help them guide the elaboration of Climate Action Strategies	120,000	Best Quality and cost selection	5000 and above	Month 6	Month 9
1 Consultant to develop one of the concept notes	A consultant will be hired to develop one of three concept notes under activity A3.4. <sup>38</sup> The content of the concept notes will derive from one of the Climate Action Strategies.	10,000	Best Quality and cost selection	5000 and above	Month 15	Month 16
Concept Note Consultant	A consultant from Fundación Avina will be hired to elaborate 2 of the concept notes under this proposal.	20.000	Sole consulting	-----	Month 15	Month 15
Strategic consultant	The Strategic consultant to provide support and guidance for the successful implementation of activities under the readiness. Such activities require strategic support and skills that enable the achievement of the set goals. This role will be played by Fundación Avina and its staff in Paraguay given the importance to support the political process in –country	24750	Sole consulting	-----	Month 3	Month 4
SUB-TOTAL (US \$)		<b>328,530</b>				
TOTAL COST (US \$)		<b>517,130</b>				

<sup>38</sup> 2 concept notes will be developed by Fundación Avina



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#### 4.3. Disbursement schedule

Specify the proposed schedule for requesting disbursements from the GCF, including amounts and periodicity. For amounts requested, keep to multiples of USD 5,000, and for periodicity, specify whether it's quarterly, bi-annually or annually only. Activities under this readiness proposal will be implemented over an 18-month period. Fundación Avina requests a total of USD **\$592,813** and proposes three disbursements ;,

**1st Tranche: USD 270,000 (Two hundred seventy thousand US Dollars)** only will be disbursed upon or after effectiveness of the Grant Agreement and also upon fulfilment of the disbursement conditions specified in the Grant Agreement and Standard Conditions.

**2<sup>nd</sup> Tranche: USD 270,000 (Two hundred seventy thousand US Dollars)** only, will be transferred (provided that 70% of the 1<sup>st</sup> Tranche has been incurred) upon submission of an Annual Progress report and Audit financial Report and also upon fulfilment of the disbursement conditions specified in the Grant Agreement and Standard Conditions.

**Final Tranche: USD 52,813 ( Fifty two thousand eight hundred thirteen US Dollars)** only, will be transferred upon submission of a project completion report and final Audit Report. Submission of a completion and audit report will be furnished no later than three (3) months after the completion of the Readiness Support and also upon fulfilment of the disbursement conditions specified in the Grant Agreement and Standard Conditions.

#### 4.4. Additional information

This box provides an opportunity to include further explanations related to the budget, procurement plan and disbursement schedule, including any details on the assumptions to justify costs presented in the budget.

Budget

a) **Salary references, consultancy fees and services**

The following table details the different categories of consultants and their associated salary:

**Consultancy Services**

Consultancy Services	Cost Reference per hour (USD)
Senior Consultant (National consultant)	30
Strategic Consultant (National consultant)	45
Climate change and sustainable development specialist (International Consultant) <sup>39</sup>	35
Gender Expert (National Consultant)	35
Consultancy Services	Cost Reference per month (USD)
Project Coordinator (Part -time) (National Consultant)	1,200
Consultancy Services	Cost Reference per product (USD)

<sup>39</sup> An international consultant will be hired only if a national consultant cannot be found to undertake this role.

Climate economist and scientist (International consultant <sup>40</sup> )	20,000
External audit firm <sup>41</sup>	8,000
Concept note consultant with climate expertise (National Consultant)	10,000
Concept notes consultant from Avina (International consultant)	20,000

**Non Consultancy Services**

References	Cost Reference per Unit
Reports Designed and Printed (Price per report)	23
Trips to Municipalities cost per person per day. (includes, hotel, lodging and transportation) *	200
Meetings, workshops costs are priced per person per day	50
Computer	800
Printer and accessories (mouse, keyboard if needed, headset) <sup>42</sup>	400

\*Costs are maximum estimates for trips to Municipalities that have not been chosen yet. Prices might vary once the selection is made.

**\*An international consultant will be hired only if a national consultant cannot be found to undertake this role. The strengthening of local capacities will be seek at all times. In this sense, a high participation of local governments and different actors of the local community in the development of the 12 Climate Action Strategies, through a participatory methodology is intended. On the other hand, we will seek to share learnings through the elaboration of 1 report on best practices and lessons learned in the process of elaborating CAS in each municipality. A webinar to share lessons learned will be organized.**

**B) Notes on budget**

An excel document is attached to this proposal, including a break down budget with units and value per unit used to reach the final values presented in the budget section. Additional useful information follows below:

- The delivery partner fee corresponds to 10% of activities. Fundación Avina has calculated its overhead costs at 20% of the organization's overall budget. These costs include wages and benefits for accountants, IT technicians, legal advisors, human resources services, senior staff, and any other personnel that are not directly related to the implementation of a specific project, but are indeed essential to maintaining a functional organization. Other expenses such as banking, legal and audit fees, licenses, office supplies, utilities, insurance policies, taxes, maintenance, rent, etc. are also included in these costs. In order to ensure fairness for this overhead cost burden, Fundación Avina has established a 50:50 rule, which is applied to all funds, received and executed by the organization. This means that Fundación Avina covers 10% of the related overhead costs and the other 10% will

<sup>40</sup> An international consultant will be hired only if a national consultant cannot be found to undertake the required task

<sup>41</sup> The Price includes two external audits

<sup>42</sup> Equipment rental is considered in the Budget under room rental.

be applied to any grant received by the organization. It is worth mentioning that this 20% calculation is aligned with common standard rates adopted by similar nonprofit organizations.

- Project Management costs consists of the following costs: 1) One Part-time Project Coordinator: hired for 18 months starting in month 1 at a monthly rate of 1.200 USD to work 15 hours per week. The consultant will work with STP and Fundación Avina to coordinate all activities in this project. STP will act as the supervisor of the project coordinator. Fundación Avina will ensure the effective implementation and the respect to principles of gender balance, paradigm shift and country ownership throughout the whole project. The role of the Project Coordinator is essential to ensure effective and integrated completion of all activities, promoting learning among activities and the various consultants hired. It requires a qualified professional to perform the following tasks: daily communications with all stakeholders of the project, following up and monitoring the implementation of all activities, ensuring timely delivery providing logistic and administrative support in activities required. This consultant will be based in Asunción, must hold a University degree and expertise in climate policy and project management. – 2) Two external financial audits: quotations range within a rate of 4.000 USD per auditing service and, as required by GCF, we will have one at the end of the fiscal year and the final one at the end of the project.

- Contingency costs was estimated at the maximum rate of 5%, considering that this project entails a variety of activities at the local level for municipalities that are not yet determined. It is therefore reasonable to expect that unforeseen activities and/or meetings might be needed to design the climate change plans.

- In order to lead delivery each of the outcomes O1, O2, O3 y O4, the project will hire 7 different consultants to implement concrete activities under the readiness proposal, who will work respectively on Activities as described in the budget. These consultants will coordinate, develop and write the reports and papers contemplated in the proposal following GCF policies and criteria.

- In support to the work of these consultants and responding to the complexity that entails to implement successful activities at the local level, the readiness proposal contemplates the role of the strategic consultant to provide support and guidance for the successful implementation and execution of activities A1.2, A.2.2, A3.2 y A4.1. Such activities require strategic and technical support and skills that enable the achievement of the set goals. This role will be played by Fundación Avina and its staff in Paraguay given the importance to support the political process in –country<sup>4344</sup>.

Project Coordinator will work with STP and Fundación Avina to coordinate all activities in this project. STP will act as the supervisor of the project coordinator. Fundación Avina will ensure the effective implementation and the respect to principles of gender balance, paradigm shift and country ownership throughout the whole project. The role of the Project Coordinator is essential to ensure effective and integrated completion of all activities, promoting learning among activities and the various consultants hired. It requires a qualified professional to perform the following tasks: daily communications with all stakeholders of the project, following up and monitoring the implementation of all activities, ensuring timely delivery providing logistic and administrative support in activities required. This consultant will be based in Asunción, must hold a University degree and expertise in climate policy and project management. The strategic consultant role is different from the Project coordinator role due to the latter one will be providing administrative, logistic support to ensure all activities are implemented accordingly. On the other hand, the role of the strategic consultant is to provide support and guidance for the successful implementation of activities A1.2, A.2.2, A3.2 y A4.1. Such activities require strategic support and skills that enable the achievement of the set goals. This role will be played by Fundación Avina and its staff in Paraguay given the importance to support the political process in the country. The strategic consultant's role is crucial for the execution of activities that require political commitments and engagement of key stakeholders. Fundación Avina will provide specific services to fulfil this role. A risk committee will be formed to address any contingent or risks related issues that emerge from the implementation of this proposal. A representative from the STP, 3 representatives from municipalities and the strategic consultant will form the committee. The committee will be in charge of drafting a risk contingency plan at the start of the proposal implementation.

<sup>43</sup> The strategic consultant position was not added under the procurement given the direct involvement of Fundación Avina in the implementation of those activities. Fundación Avina will not only channel readiness resources for the development of this proposal, it will directly participate in the implementation of some of the activities proposed. The strategic consultant position requires funding beyond the Delivery Partner Fee, as hours of staff in Avina will be dedicated for the implementation of activities. The amount of hours to be invest are provided in the budget detail.

<sup>44</sup> The strategic consultant role is different from the Project coordinator role because the latter one will be providing administrative, logistic support to ensure all activities are implemented accordingly. The strategic consultant's role is crucial for the execution of activities that require political commitments and engagement of key stakeholders at the technical level. Fundación Avina will provide specific services to fulfil this role.

In this respect, the Project coordinator will mainly provide, administrative and logistic support for the implementation of all activities, trips under this readiness proposal. The strategic consultant provides technical support for the execution of concrete strategic activities under this readiness. Thus, its participation is more suitable at the moment of analyzing and taking decisions on possible risks.

-The proposal includes the development of activities A3.4 that entails 3 concept notes. 2 of the concept notes will be developed directly by Fundación Avina. The third concept note will require to hire a consultant specialized in the topic.

- Costs for travelling per person per day. The readiness proposal requires a number of trips to selected Municipalities for the consultants that will provide services to carry out activities. The costs for that matter are estimated per person per day and include hotel, transportation and food. The cost might vary until municipalities are selected.

-Costs per meeting/workshop held. The readiness proposal contemplates the organization of a number of meetings in the 12 municipalities where the project will be implemented. The costs are estimated per person, per day and include venue rental, material, and food and sound systems<sup>45</sup>.

a) **Procurement plan**

Each procurement method presented at the procurement plan is subjected to the following criteria, according to the procurement procedures established by Fundación Avina:

**Direct purchase:** Purchase order may not be required, but accepted. Online shopping is mostly applied through this procurement method, which may not exceed US\$3.000 per purchase. Order confirmation is mostly the supporting document.

**Direct contract:** The signature of a contract is required when requesting services under this procurement method such as hotel meeting rooms and facilities for an event. Each contract must not exceed US\$5.000

**Best Quality and cost selection:** This procedure applies to services and consultancies of US\$ 5000 and above as stipulated in Avina's General Purchasing Policy. Besides such requirement, consultancies of US\$50.000 and above will also be subject to the requirements included in the Grant Management Policy concerning the number of milestones (products) and the disbursement schedule, which should be related to the amount of the investment and the duration of the project. In this case, at least 3 disbursements will be scheduled, as follows: 20% signature of the contract, 40% progress as scheduled, 40% total satisfaction of final products.

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<sup>45</sup> The readiness proposal aims to support locally organized processes and empower municipal councils as well as local key stakeholders in the design and implementation of climate related activities. Municipalities have not been selected yet, therefore it is difficult to assess whether conditions are in place to attempt participants to join the workshops. Once municipalities are selected, we could evaluate the merge of workshops for nearby municipalities. Provided the conditions to do so be in place.



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## SECTION 5: IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

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

*If the entity implementing the readiness support is not an accredited entity of the GCF, please complete the [Financial Management Capacity Assessment \(FMCA\)](#) questionnaire and submit it with this proposal.*

**Fundación Avina** in its role of accredited entity will operate as **implementing partner**, being responsible for the overall management and implementation of the activities under this readiness proposal, including organization of activities, elaboration of terms of reference for consultancies, elaboration of contracts, monitoring and technical supervision of products.

Fundación Avina will ensure that all objectives are met and outcomes delivered in a timely and technically sound manner, guaranteeing performance on gender balance, transparency principles, incorporation of purposes of paradigm shift and full country ownership. It will also administer funds and ensure resources are executed according to GCF policies and allocated appropriately and effectively.

The **Technical Secretariat of Planning for Economic and Social Development (STP)**, as the NDA, is the main liaison between central and local governments and between local and national policymaking. It should ensure coherence and coordination amongst GCF accredited entities implementing GCF, and guarantee macro national objectives are met, as are NDCs. Finally, STP is the main institution involved in the project with the potential to scale and replicate the activities in all municipalities in Paraguay.

STP will be responsible for the completion of all objectives outlined in the proposal and for the supervision of the Project Coordinator. STP could determine the Project Coordinator to work from their headquarters at different times. A STP representative will accompany certain project activities, as identified above.

A risk committee will be formed to address any contingent or risks related issues that emerge from the implementation of this proposal. A representative from the STP, 3 representatives from municipalities and the strategic consultant<sup>46</sup>, will form the committee. The committee will be in charge of drafting a risk contingency plan at the start of the proposal implementation.

### 5.2. Other relevant information

<sup>46</sup> The Project coordinator will mainly provide, administrative and logistic support for the implementation of all activities, trips under this readiness proposal. The strategic consultant provides technical support for the execution of concrete strategic activities under this readiness. Thus, its participation is more suitable at the moment of analyzing and taking decisions on possible risks.



	<p>climate change variables, risks and opportunities in order to select targeted municipalities. The report will be elaborated based on extensive literature review and interviews with key stakeholders.</p>																	
	<p><b>A1.2</b> Engage the mayors in the 12 municipalities in the implementation of the readiness and gain their mid-term commitment to take climate action in the project's implementation</p>			<p>x</p>	<p>x</p>													
<p><b>O2. Twelve municipalities with strengthened capacities to mainstream climate change with gender sensitive approach</b></p>	<p><b>A2.1.</b> Develop the curriculum and methodological guidelines for the strengthening of LDCs as climate change agents, the formulation of Climate Action Strategies (CASs)<sup>47</sup> and</p>			<p>x</p>	<p>x</p>													

<sup>47</sup> The Climate change strategies to elaborate in each municipality are technical papers that will provide valuable information in the development of local development plans and other local instruments for planning.



	and receive inputs for the elaboration of climate actions Strategies (CASs) in line with Paraguay's NDC.																	
	<b>A3.2</b> Carry out climate studies to understand the impacts of climate change threats and opportunities for action, targeting specific sectors in the ecoregions where the participating municipalities are located to guide the elaboration of CASs.						x	x										
	<b>A3.3</b> Elaborate 12 Climate Action Strategies through a participatory methodology that includes at least 3 workshops per municipality to collect inputs give feedback and validate strategies.								x	x	x	x	x	x				
	<b>A3.4.</b> Elaborate 3 concept notes for the development of full proposals that														x	x	x	

	take into account the actions identified in the climate action strategies.																		
<b>0.4 Municipalities share lessons learned amongst local governments to serve as basis to strengthen regional and national climate change, gender and territorial strategies</b>	<b>A4.1.</b> Elaborate 1 report on best practices and lessons learned in the process of elaborating CAS in each municipality. Organize a webinar to share lessons learned and the content of the report. <sup>48</sup>																	x	

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<sup>48</sup> A report gathering the best practices and the lessons learned to gain knowledge on climate change policy, gender as well as the design of climate actions plans will be elaborated to share experiences and challenges faced during the implementation of the readiness program. The report will be distributed among municipalities. Such document is essential to ensure information is transmitted among municipalities that were not part of the project. A webinar will be also organized to invite representatives of the Climate Change Working Groups to share their experiences on the process. The purpose of the webinar is to share lessons learned from the implementation of this readiness with key stakeholders in Paraguay, including the NDA but also with other municipalities that did not directly participate of the readiness. The experiences can also be shared with other governments in the Latin American region, particularly those supporting local governments empowerment to implement Climate change actions.

**Annex 1. Terms of Reference: Project Coordinator/Administrator for overall Project Management**

**Main duties and responsibilities**

- Coordinate the selection and hiring process of all consultants under this project.
- Convene, as required, meeting to decide on strategic matters of the project with relevant stakeholders.
- Manage the budget and monitor all expenditures of the project.
- Organize the Capacity building workshops
- Coordinate the logistics for workshops and meetings of this project, maintaining close dialogue with all service providers.
- Prepare intermediary and final narrative reports of the project.
- Undertake any other activity that might be required to ensure the full, timely and successful implementation of this project.

**Salary:** 1.200 USD/ month (15 hours per week)

**Qualifications, competences and experience:**

- At least 5 years of experience in formulating, implementing and/or evaluating climate change projects.
- Master's Degree in Political Science, Economics, Project Administration.
- Solid experience in project management and excellent Capacity to elaborate and follow work plans, supervise activities, provide strategic advice to the team, and manage budget and expenditures.
- Fluent in Spanish and excellent written English.
- Familiarity with the Green Climate Fund procedures and policies.
- A good understanding of the Paraguayan national context, gender issues and socio and environmental safeguards.
- Excellent interpersonal skills and experience in articulating with stakeholders from different sectors and government levels.
- Availability to travel nationally on a frequent basis.

**Working hours:** 15 hours/week

**Location and duration of assignment:** 18 months in Asunción.