



## ANNEX C1: Twinning Fiche

**Project title:** Capacity Building for the coordination of the Government policy to support MSMEs and the operationalisation of the National Network of Incubators (NNI).

**Beneficiary administration:** INAPEM (Instituto Nacional de Apoio às Micro, Pequenas e Medias Empresas)

**Twining Reference:** AO 22 NDICI SO 01 24

**Publication notice reference:** 183261

**EU funded project**

***TWINNING TOOL***

## **1. Basic Information**

### 1.1 Programme:

*OPSYS number: ACT-61196*

*Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe)*

The Twinning is part of Support Measures 1, programme approved by Commission Decision ACT-61196 on the 7/13/2022.

The Overall Objective of this Support Measures Programme is to improve the essential conditions for the proper implementation of EU cooperation programmes and Joint Way Forward objectives and to foster visibility and strategic communication of EU's action in Angola.

The Specific Objectives of the Support Measures 1, programme approved by Commission Decision ACT-61196, are:

1. National capacity - aimed at facilitating the implementation of EU cooperation including in the context of the TEI, strengthening aid coordination mechanisms and gender mainstreaming – reinforced;
2. Dialogue between Angola and the EU under the JWF framework and 'Team Europe' approach promoted and reinforced;
3. EU's strategic communication and visibility reinforced, in order to strengthen EU-Angola partnership and the EU perception in the country.

This call for proposal is expected to contribute to achieving the specific objective 1: outputs:

R2. National institutional capacity to identify, formulate and implement EU cooperation programmes, including in the context of the TEI strengthened;

R3. EU interventions delineated and sectoral knowledge deepened on gender and other areas relevant to the EU-Angola cooperation;

R4. Technical support during identification, formulation and implementation of EU programmes, respecting gender equality and the human rights based approach, including in the context of the TEI, provided.).

This twinning project will be managed through direct management.

1.2 Twinning Sector: Social affairs and employment, Private Sector Development.

1.3 EU funded budget: 2,5 Million €

1.4 Sustainable Development Goals (SDGs): SDG 8 – Decent work and economic growth

## **2. Objectives**

**2.1** Overall Objective(s):

The overall objective of this intervention is to support the economic diversification policy of the Government of Angola by building its capacity to support Micro, Small and Medium enterprises.

## 2.2 Specific objective:

The specific objective is to support INAPEM, (National Institute of Support for Micro, Small and Medium-sized Enterprises), to design, set up and coordinate relevant government policies and operationalise the National Network of certified Incubators, in order to catalyse the emergence and growth of micro, small and medium enterprises.

## 2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

The Angola 2050 strategy presents five development priorities, namely (1) a society that values and enhances its human capital, with a focus on technical and vocational education and training (TVET), health and youth, (2) a modern and competitive infrastructure, prioritising the energy and water sectors, mobility, housing and telecommunications, (3) a diversified and prosperous economy, focusing on agriculture, livestock, fisheries, forestry, industry, mineral resources and tourism, (4) a resilient and sustainable ecosystem, focusing on the environment, water management and forestry, and (5) a country with equal opportunities, prioritising justice and human rights, national defence, social protection, gender equality and social inclusion.

Following an extensive consultation process, the 2023-2027 NDP was approved by the Council of Ministers in September 2023 and materialises the objectives set out in the Angola 2050 strategy related to economic diversification and private sector-led economic growth. Indeed in its 6<sup>th</sup> priority, the 2023-2027 NDP seeks sustainable, inclusive and private sector-led economic diversification and food security emphasizing the need to catalyse the emergence of a private sector able to create wealth and jobs.

To complement the 2023-2027 NDP, Angola is developing, with EU support through the Train for Trade project implemented by UNCTAD, the National Strategy for Entrepreneurship that will help align the development of entrepreneurship with the aim of creating more opportunities and productive capacities to contribute to economic diversification.

### Legal basis for the creation for the NNI (RNI)

According to its status, to be officially approved by the government, the national Network of Incubators (NNI) is a non-profit institution that aims to support and promote the development of business support structures in Angola. The NNI will be under the supervision of the National Institute for Support as Micro, Small and Medium-sized Enterprises, (INAPEM) where it might be hosted.

The NNI's mission is to contribute to Angola's economic and social development by supporting innovative start-ups and entrepreneurs that foster job creation and territorial cohesion.

The objectives of the NNI are to:

- ✓ Boost cooperation and sharing of physical resources and know-how of incubators and accelerators and networks of mentors and investors;
- ✓ Promote the training of its managers and the professionalization of services offered to incubated entrepreneurs and businesses;
- ✓ Promote Quality Assurance and Certification of the different actors of the NNI;
- ✓ Promote increased competitiveness of Angolan incubators and accelerators at national and international level.

In order to achieve the objectives set out above, it is up to the NNI to draw up specific regulations to support complementary activities such as mentoring and financial support for the creation and development of new businesses.

For the above reasons the NNI is foreseen to be at the centre of the Government and the Donors community's efforts to diversify the economy and promote entrepreneurship. By providing a wide range of business support services to entrepreneurs in key economic sectors, the NNI can be instrumental in catalysing the emergence of new businesses and the growth of existing and informal ones. This, by giving them access to management skill, credit and investors support.

It is also worth noting that a Donors group has already been set up around the NNI as the main delivery mechanism for all initiatives supporting the economic diversification.

### **3. Description**

#### **3.1 Background and justification:**

In 2022, Angola was Africa's eighth-largest economy, with a GDP of US\$107 billion. It is a least developed country, expected to graduate in 2024, with an economy characterised by a high dependence on the oil and gas extractive sectors.

The country's economic performance has been closely linked to global demand and prices of oil, which have fluctuated greatly over the years, putting an important pressure on the socio-economic development of the country.

In reaction to that over reliance upon the oil and extractive sector, the Government in its successive development plans has started to put emphasis on the need to diversify the economy and support the private sector emergence and growth.

Accordingly, the 'Angola 2050' strategy presents five development priorities:

- ✓ a society that values and enhances its human capital, with emphasis on education and technical and vocational training (TVET), health and youth;
- ✓ a modern and competitive infrastructure, prioritising the energy and water, mobility, housing and telecommunications;
- ✓ a diversified and prosperous economy, focusing on agriculture, livestock, fisheries, forestry, industry, mineral resources and tourism;
- ✓ a resilient ecosystem and sustainable, focused on the environment, water management and forestry and;
- ✓ a country with equal opportunities, giving priority to justice and human rights, social protection, gender equality and social inclusion.

In line with this vision of the future, the National Development 2023-2027 (NDP 2023-2027) identify a set of actions (development projects and activities) to be implemented in the next 5 years. Among other priorities, the NDP 2023-2027 will strive to accelerate the sustainable socio-economic impact of public policy in areas that contribute to

strengthening the pillars of development, by improving the business environment to generate employment opportunities, especially for young people and women.

This entails engaging with the private sector to promote resilient business opportunities and access to new markets, tapping into innovative financing schemes and instruments such as business angels, blending or guarantees. This partnership between Public and Private sector to catalyse the emergence and growth of MSMEs is to be implemented through the National Network of Incubators, (NNI), platform being designed and set up with the support of the EU supported programme, Envolver. This platform bringing together local business support services providers is to be managed and coordinated by INAPEM (National Institute for the development of MSMEs) . which is the body responsible for encouraging entrepreneurial initiatives that enhance the economic activity of the country through small producers.

The purpose of this call is to build INAPEM's capacity to fulfil that mandate.

### 3.2 Ongoing reforms:

As explained previously, diversification of the economy is a very high priority in recent government development strategies and plans of which INAPEM is a central part, as evidenced by the projects under their leadership listed below.

All those programmes aim at freeing Angola from the Dutch disease by widening its productive sector beyond oil and gas, in order to generate wealth and jobs and take advantage of the demographic explosion.

#### Main INAPEM Programmes

PREI – Programme for the Conversion of the Informal Economy, drawn up by the Government of the Republic of Angola, as part of the National Development Plan (NDP) 2018-2022, to promote the transition from an informal economy to the Formal Economy in the country.

ENVOLVER project, which aims to encourage and extend access to financial services for Micro Small and Medium-sized Enterprises (MPMEs), through internal training, increased financial literacy and the empowerment of all actors involved, including MPMEs, commercial banks, the judicial community, among others. It aims to contribute to diversified, sustainable and inclusive economic growth.

AgroPRODESI – PRODESI project, which aims to strengthen family farming and aims to promote the empowerment of value chain actors with technical and managerial capacities to develop inclusive, efficient and sustainable agricultural and food value chains.

Digital Growth (Partnership with the United Nations Development Programme “UNDP”) Digital Methodology Training, aiming at strengthening digital business.

Fiscal Empowerment and Citizenship (Partnership with the General Tax Administration “AGT”) Tax training aimed at promoting increased financial literacy within MPMEs across the country, with a particular focus on managers of MPMEs, cooperatives, women and young entrepreneurs.

More Citizenship (Partnership with the Angolan Youth Institute “IAJ”) – Training in economic guidance for young people, whose main objective is to guide young people in business creation.

Our Saber platform – Digital Platform provided for virtual classes on the courses offered by INAPEM.

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The Micro, Small, and Medium Enterprises (MSMEs) Law is a crucial legal instrument in Angola, aimed at regulating and promoting the development of MSMEs in the country. This legislation provides a framework of incentives, protection, and support tailored to companies in this segment, recognizing their strategic importance to the national economy, particularly in terms of job creation and stimulating the private sector.

### 3.3 Linked activities:

#### **Envolver**

The general objective of the programme is to promote the development of a sustainable and inclusive private sector based on diversification and provision of financial services tailored to MSMEs and entrepreneurs.

The specific objectives being:

- 1 Strengthen INAPEM’s capacity to encourage and extend MSMEs’ access to banking and financial services;
- 2 Increase financial literacy and capacity to develop bankable projects for MSMEs, with a particular focus on women, young people and the rural population as entrepreneurs;
- 3 Improve the capacity of local commercial banks and other financial institutions to diversify financial services for MSMEs, including the provision of innovative financial instruments;
- 4 Strengthen the capacity of judicial operators to speed up commercial disputes.

It is within the Envolver Programme that the need for a National Platform of certified business support service providers has been identified, to provide all the support needed by MSMEs to develop bankable business proposal as well as to implement them once credit has been granted.

INAPEM through the Envolver program is implementing a small-scale pilot of the platform, but further support is required to scale up the operation in a safe and coordinated manner.

The purpose of the call for proposal is to provide that technical assistance from a peer institution to accompany INAPEM in operationalising the platform and scale it up to attend the need for business support services nationwide.

#### **Strengthening the Angola Incubation and Entrepreneurship**

The program aims to foster decent job creation and sustainable livelihoods in Angola by catalyzing an entrepreneurial environment and supporting business incubators (BIs). The program ultimate goal is to contribute to better and inclusive access to markets and/or value chains by startups and entrepreneurs. In turn, this is expected to help foster decent job creation and sustainable livelihoods in Angola, especially for the youth and women entrepreneurs. The objectives will be implemented through three components with the following objectives:

### Component 1: Expand the Accelerator Offering in Fintech/digital space

The objective of this component is to strengthen the offering and institutional capacity of fintech/digital accelerator(s)/Incubator(s) to support the creation of an investment ready fintech pipeline to fast-track financial inclusion and digital agenda in Angola. The component seeks to support high impact startups in Digital Financial Services, Fintech incubators and accelerator programs with potential to disrupt, create jobs and facilitate private investments in the medium-long term.

### Component 2: Support the establishment and operationalization of an Agro-incubator

The objective of this component is to support the establishment and operationalization of an Agro-incubator connected with two IFC clients (Anchor Firms). These clients are expanding their feed and poultry operations and intend to develop poultry out growers for an integrated business model. This will promote the surge of an MSME broiler rearing sector in Angola

### Component 3: Advocacy for Regulatory Reforms and Partnerships

The objective of this component is to catalyse an entrepreneurial environment in Angola by developing an enabling policy, legal, and regulatory framework for the Startup and Entrepreneurship Ecosystem, while improving the capacity of public institutions and of support infrastructure.

### **Support to a sustainable and strategic blue economy.**

The Overall Objective of this Action is to promote a strategic and sustainable blue economy in Angola including the conservation and sustainable management of marine resources and coastal ecosystems in a context of climate change.

The Specific Objectives of this Action are:

1. Preserve and manage sustainably marine biological resources and ecosystems in a context of climate change;
2. Improve inclusiveness and economic, social, and environmental sustainability of aquatic foods value chains;
3. Improve marketability of aquatic food products on local, regional and international markets.

The Specific objective 2 is of particular importance for this call for proposals as the related activities, described hereafter, should use the NNIC platform to provide the business support services to all the MSMEs of the aquatic value chains:

- ✓ Conduct capacity building activities and trainings for the relevant value chain actors on manufacturing, processing and fishing practices integrating energy transition, circular economy and waste management principles.
- ✓ Provide business support services (training in accounting, management skills, financial literacy, marketing mentoring, legal advice, etc.).
- ✓

Revitalization of technical education and vocational training in Angola – RETFOP

General objective: Contribute to the reduction of unemployment, especially among youth, by making human capital more employable and productive.

Specific Objective 1: To strengthen the strategic management capacities of the relevant public institutions at central and local levels and reinforce coordination among them and with the private sector.

Specific Objective 2: To improve the quality and relevance of the curricula and qualifications provided by TVET

Specific Objective 3: To facilitate and support the transition of TVET graduates to the labour market

Under the specific objective 3, was validated the importance of access to business support services, through incubation, for the creation and strengthening of MSMEs. Indeed, through the “Programa de Apoio ao Micro Empreendedorismo – PAME”, 229 young people with a TVET certificate benefited from a short incubation period to create their own micro-enterprise or expand an existing one (71% men - 29% women), which allowed them to obtain micro-credits (total value of 650.000 EUR approximately ).

#### 3.4 List of applicable *Union acquis*/standards/norms:

Non Applicable.

#### 3.5 Components and results per component

### **Component 1: Capacity building of the stakeholders of the MSMEs support ecosystem.**

#### **Specific Result 1: INAPEM’s capacity to coordinate government sectorial policies and operate the NNI is built.**

##### Outcome 1.1.

Support INAPEM role in designing, setting up, coordinating and monitoring Government policies in support to MSMEs.

##### Outcome 1.2.

Support the formulation of the NNI platform regulation and modus operandi, setting up rules and procedures guiding the operation of the network.

##### Outcome 1.3.

Support the governing structure of the network and train members accordingly;

##### Outcome 1.4.

Set up financial systems and procedures for approval and payment of business support services to beneficiaries.



**Specific Result 2; the capacity of the other partners of the NNI (Incubators, mentors, banks, guarantee funds, investors) to operate within the NNI, its regulatory framework and procedures are built.**

Outcome 2.1.

Implement a diagnostic and a comprehensive assessment of the needs of the institutions and individuals involved in the operation of the NNI.

Outcome 2.2.

Implement a training programme for NNI partners.

Design and implement a roadmap for the Quality Assurance and Certification of the Network and its members.

## **Component 2: Support to the operationalization and monitoring of the NNI.**

**Specific Result 3: NNI platform is launched and operational.**

Outcome 3.1.

Beneficiaries are identified and receive business support services according to their needs.

Outcome 3.2.

Service providers are paid timely.

Outcome 3.3.

All services provided and payments realised are duly recorded on a centralised database and timely audited.

**Specific result 4: all activities of the platform are monitored, evaluated and feed the policy formulation processes.**

Outcome 4.1.

A monitoring platform is designed, set up and implemented from the inception of the operation.

Outcome 4.2.

Data are collected, registered and processed timely.

Outcome 4.3.

Economic analysis and public policies formulation are fed with data from the platform monitoring system through partnership with the relevant public institutions and Economic observatories.

3.6 Means/input from the EU Member State Partner Administration(s)\*:

The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities, one Resident Twinning Adviser (RTA) to manage implementation of project activities, two Component Leaders (CLs 1 for SO 1&2 and 1 for SO 3&4 ) and a pool of short-term experts (STEs) within the limits of the budget. It is essential that the team has a sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member States shall be concise and focused on the strategy and methodology supported by an indicative timetable, while clearly presenting the administrative model suggested, the quality of the expertise to be mobilised and the administrative structure and capacity of the Member State entity/ies.

Proposals shall be detailed enough to respond adequately to the twinning fiche, but are not expected to contain a fully elaborated project. They shall contain enough details about the strategy and methodology and indicate the sequencing. They shall also mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Adviser (RTA), as well as the CVs of the potentially designated Component Leaders (CLs).

The twinning project will be implemented through close co-operation between the partners aiming to achieve the mandatory results in a sustainable manner.

The set of proposed activities will be further developed by the twinning partners when drafting the initial work plan and successive rolling work plans and formally approved by all parties.

### 3.6.1 Profile and tasks of the PL:

The Member State Project Leader is expected to be an official (staff member) or assimilated agent with a sufficient seniority to ensure an operational dialogue at political level, lead the implementation of the project and mobilise the necessary expertise. The minimum requirements for the PL are:

Qualifications, experience and skills required:

- At least a degree or equivalent in a field related to this project (Business and/or Financial Management, Economy etc.).
- At least 3 years of specific experience in public administrations in the area relevant to this project, as part of the overall professional experience;

The following experience and skills will be considered assets: • Very good command of Portuguese equivalent to C1 level<sup>4</sup>, both orally and written;

- Previous experience of working within African countries;
- Experience in managing, or assisting in the management of, at least one twinning project in the financial sector.

The PL will implement the following tasks:

- Together with the beneficiary country's PL, overall coordination, guidance and monitoring of the project preparation and implementation;

- Preparing the project progress report with the support of the RTA;
- Ensuring timely and effective achievement of the project results;
- Coordination of deployment of short-term experts;
- Ensure efficient use of the project resources and inputs;
- She/he will, together with the beneficiary country's PL, be responsible for the modification of the project work plan as deemed necessary during the lifespan of the project;
- Co-chairing the project Steering Committee with the beneficiary country's Project Leader;
- Communicate with the beneficiaries and the EUD;
- Responsible for interim and final reports together with the beneficiary country's PL;
- Participation in communication and visibility activities is expected;
- Ensure compliance with EU Twinning manual.

### 3.6.2 Profile and tasks of the RTA:

The RTA will reside in Angola for the duration of the project and will work at INAPEM premises in Luanda, under the supervision of the Member State. She/he shall be an EU Member State official or assimilated agent

Qualifications, experience and skills required:

- At least University degree or equivalent professional experience of 8 years in economics, Business and financial management or other relevant fields
- Minimum 3 years of relevant professional experience in the public administration in the Economic sector;
- Minimum 3 years of specific professional experience in the areas of Economic Diversification, Support to MSMEs and to access to credit;
- Good inter-personal, communication and facilitation, training, presentation, networking, negotiation, analytical and organisational skills, and the ability to work effectively in a multicultural/multinational environment with consideration of different stakeholders' interests.

The following experience and skills will be considered assets:

- Previous experience in international projects, including in the African region, and/or as peer adviser or equivalent;
- Very good command of Portuguese equivalent of C1, both spoken and written<sup>4</sup>;

The RTA is expected to implement the following tasks:

- Draft the work plan in close cooperation with all relevant actors and based on the expected results of the project;
- Organise and plan the project activities both technically and administratively, supervise the overall project implementation and coordination of all activities, as well as conduct the project administration;
- Guide the team members and coordination of their activities according with the defined work plans, for ensuing timely delivery of the project outputs;

- Provide technical input to the project whenever needed and provision of advice in his/her field of expertise;
- Provide technical input to the NNI Platform and provision of advice in his/her field of expertise;
- Together with the MS Project Leader, organise and supervise the short and medium-term experts' works;
- Prepare regular project monitoring meetings / briefings;
- Ensure the coordination with the other EU Programmes supporting Economic diversification and private sector;
- Participating and contribute to the Steering Committee of the Twinning program as well as other EU programs Steering Committees were deemed relevant;
- Assist the PL in preparing the project progress reports.

### 3.6.3 Profile and tasks of Component Leaders:

The Component Leaders (CL) are experts from the EU Member state responsible for a specific component / in the twining project. Depending on the qualification, the Project leader could also be component leader for one or two components.

Qualifications, experience and skills required:

- At least University degree or equivalent professional experience of 8 years (e.g. Economics, business and financial management or similar);
- Minimum 3 years of relevant professional experience in the public administration in the Economic sector;
- Minimum 3 years of specific professional experience in the areas of Economic Diversification, Support to MSMEs and to access to credit;
- Good inter-personal, communication and facilitation, training, presentation, networking, negotiation, analytical and organisational skills

The following experience and skills will be considered assets:

- Experience with EU-funded twining projects.
- Very good command of Portuguese equivalent to C1 level<sup>4</sup>, both orally and written

### 3.6.4 Profile and tasks of other short-term experts:

The short-term experts (STEs) will provide expertise related to the specific technical tasks. They will be identified by PL/RTA during the project design and implementation phases and will be agreed with the Beneficiary administration and the EU Task Manager, prior to contracting.

The short-term experts shall have:

Qualifications, experience and skills required:

- At least University degree or equivalent professional experience of 8 years (e.g. Economics, business and financial management or similar);

- Minimum 3 years of relevant professional experience in the public administration in the Economic sector;
- Minimum 3 years of specific professional experience in the areas of Economic Diversification, Support to MSMEs and access to credit;
- Good inter-personal, communication and facilitation, training, presentation, networking, negotiation, analytical and organisational skills

The following experience and skills will be considered assets:

- Experience in international projects, particularly in Africa, related to economic diversification.
- Very good command of Portuguese, equivalent of level C1, both spoken and written<sup>4</sup>;

The following experience and skills will be considered assets:

- Experience in international projects, particularly in Africa, related to economic diversification.

#### **4. Budget**

*Maximum Budget available for the Grant: 2,500,000.00 €*

#### **5. Implementation Arrangements**

##### 5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/European Union Delegation/Office):

European Delegation to the Republic and Angola:

Office: Edifício Rei Katyavala, Entrada C1, Rua da Liga Nacional Africana s/n

Maculusso, Luanda - Angola

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##### 5.2 Institutional framework

The Beneficiary administration will be the National Institute of Support for Micro, Small and Medium-sized Enterprises (INAPEM / Instituto Nacional de Apoio às Micro, Pequenas e Médias Empresas):

##### 5.3 Counterparts in the Beneficiary administration:

###### 5.3.1 Contact person:

*João Muinguilo Lunda Nkosi, Chairman of the Board, joao.nkosi@inapem.gov.ao*

###### 5.3.2 PL counterpart

*Bráulio César Monteiro Chapua Augusto, Executive Board Member, braulio.augusto@inapem.gov.ao*

###### 5.3.3 RTA counterpart

**6. Duration of the project**

*36 months*

**7. Management and reporting**

**7.1 Language**

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

**7.2 Project Steering Committee**

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

**7.3 Reporting**

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

**8. Sustainability**

The main objective of the twinning grant is to ensure that the National Institute for MSMEs (INAPEM) is able to guide and coordinate government policies for the development of MSMEs and manage the National Network of Incubators. The latter is to ensure that this network is able to accompany entrepreneurs along the creation path or growth of their businesses in a cost efficient manner.

The NNI platform should be operating, at the heart of the government toolbox to promote entrepreneurship, economic diversification and job creation. The achieved results of project activities should be the capacity building of significant number of entrepreneurs around the country 18 provinces.

The participatory, ownership and empowerment approach will ensure that INAPEM will continue to use and manage the NNI platform beyond the project duration and expands its operation as economic empowerment policies pick up pace.

As the Beneficiary of the EU Twinning Project, INAPEM is fully committed to ensuring the long-term sustainability of the project's outcomes. Despite the fact that the annual government budget has not yet been concluded, INAPEM has taken the following proactive steps in its Medium-Term Business Planning (MTBP) to address the resource needs for maintaining and scaling the project's results:

1. Integration into the Medium-Term Business Planning (MTBP)

While the formal government budget is still pending, INAPEM has already integrated key elements of the Twinning Project into its MTBP. This approach allows forecasting the necessary financial and human resources for the coming years, ensuring that critical project activities and follow-up actions can be sustained. The MTBP has allocated estimated provisions for maintenance and further development of digital platforms introduced through the project, as well as ongoing capacity-building initiatives to support staff and beneficiaries in utilizing new tools and methodologies.

## 2. Resource Allocation for Human Capital

To maintain the momentum of the Twinning Project, INAPEM has planned the allocation of trained staff across relevant departments. Despite the current lack of a finalized budget, key roles have been identified within the MTBP for retaining project expertise. This includes provisions for staff dedicated to project continuity, especially in the areas of capacity development, project monitoring, and digital infrastructure and a phased approach to recruit additional staff once the government budget is finalized, ensuring that the necessary expertise is always available.

## 3. Financial Provisions for Key Project Components

The MTBP includes projected financial commitments to cover essential components introduced by the Twinning Project such as the maintenance and upgrades of IT systems and platforms developed through the project.

## 4. Collaborations and Partnerships

Recognizing the need for long-term sustainability, INAPEM has also embedded a strategy to strengthen its collaboration with both national and international partners. While awaiting the government budget, INAPEM is exploring external funding opportunities and partnerships to bridge any potential gaps. For this INAPEM will continue the dialogue with EU partners and other stakeholders to access technical assistance or funding and leverage partnerships with the private sector and international donors to supplement the government's contributions.

## 5. Monitoring and Evaluation

A core element of the MTBP is the allocation of resources for ongoing monitoring and evaluation (M&E). This will allow INAPEM to track the achievement of project outcomes, identify areas for improvement and ensure that lessons learned from the Twinning Project are fully integrated into INAPEM's operational framework. The M&E framework being supported by regular assessments of project impact and scalability.

In conclusion, while the official government budget is still pending, INAPEM's proactive approach through the MTBP has ensured that necessary resources are planned for and aligned with the goals of sustaining the Twinning Project's results. INAPEM commitment to financial prudence, human capital development, and strong partnerships will help maintain and scale the impact of the project, ensuring that the institution and its beneficiaries continue to benefit in the long term.

## 9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The project will directly address gender and youth and inclusiveness issues by promoting women and youth entrepreneurship in particular among the most vulnerable group of Angolan society.

Furthermore, the NNI platform should promote sustainable investments in green business and circular economy.

The activities of the project will also promote innovation t with a particular emphasis on Digital or Fintech Start-ups in continuity with the EU programmes already mentioned.

## **10. Conditionality and sequencing**

The proposed twinning is to deepen INAPEM's ability to foster entrepreneurship and operationalise the National Network of Incubators (NNI) as the delivery mechanism to do so.

This work has been initiated through ENVOLVER another EU funded project that has been building capacity in INAPEM and setting up the NNI.

Although lot has been already achieved under ENVOLVER, some unexpected set back as a modification of INAPEM's mandate or the abandon of the NNI project is not to be brushed aside.

However, the twinning could still benefit the new institution responsible for the promotion of entrepreneurship and new tools can be developed if the NNI is not launched.

It is also worth emphasising again that both INAPEM and the NNI are central to the implementation of the EU, as well as other donors, support to economic diversification. INAPEM and the Government as a whole are well aware of that support across the development partners.

## **11. Indicators for performance measurement**

### **Specific Result 1: INAPEM's capacity to coordinate government sectorial policies and operate the NNI is built.**

Outcome 1.1.

Support INAPEM role in designing, setting up, coordinating and monitoring Government policies in support to MSMEs.

Indicator: Drafted new regulations and Government programmes to support MSMEs during the programme implementation period.

Outcome 1.2.

Support the formulation of the NNI platform regulation and modus operandi, setting up rules and procedures guiding the operation of the network.

Indicator: Governing and payment structures are set up.

Outcome 1.3.

Support the governing structure of the network and train members accordingly;

Indicator: Number of stakeholders Trained.

Outcome 1.4.

Set up financial systems and procedures for approval and payment of business support services to beneficiaries.

Indicator: Accounting and Financial Systems in place.

### **Specific Result 2; the capacity of the other partners of the NNI (Incubators, mentors, banks, guarantee funds, investors) to operate within the NNI, its regulatory framework and procedures are built.**



Outcome 2.1.

Implement a diagnostic and a comprehensive assessment of the needs of the institutions and individuals involved in the operation of the NNI.

Indicator: Training need assessment is concluded.

Outcome 2.2.

Implement a training programme for NNI partners.

Design and implement a roadmap for the Quality Assurance and Certification of the Network and its members.

Indicator: Training plan implemented. Quality Assurance Road map available.

### **Specific Result 3: NNI platform is launched and operational.**

Outcome 3.1.

Beneficiaries are identified and receive business support services according to their needs.

Indicator: Number of beneficiaries supported by the NNI.

Outcome 3.2.

Payment procedures are set and monitored.

Indicator: Average time for payment.

Outcome 3.3.

All services provided and payments realised are duly recorded on a centralised database and timely audited.

Indicator: NNI database is set up and up to date.

### **Specific result 4: all activities of the platform are monitored, evaluated and feed the policy formulation processes.**

Outcome 4.1.

A monitoring platform is designed, set up and implemented from the inception of the operation.

Indicator: Monitoring platform is set up and up to date.

Outcome 4.2.

Data are collected, registered and processed timely.

Indicator: Frequency of the database update.

Outcome 4.3.

Economic analysis and public policies formulation are fed with data from the platform monitoring system through partnership with the relevant public institutions and Economic observatories.

Indicator: Number of Strategic Economic analysis produced or supported by INAPEM.

## **12. Facilities available**

To host the Resident Twinning Advisor (RTA) and their assistants under the Twinning Project, the INAPEM will provide the following facilities:

### **1. Office Space**

Dedicated, fully furnished offices for the RTA and team, equipped with desks, chairs, and storage. Workstations with computers, printers, scanners, and high-speed internet.

Meeting rooms for regular discussions with INAPEM and project partners.

### **2. Meeting and Conference Rooms**

Conference rooms equipped with video conferencing technology, projectors, and audio systems. Auditorium for larger events such as seminars and workshops.

### **3. Training Facilities**

Training rooms with computers and specialized software for technical and management training. Flexible spaces for workshops, seminars, and practical sessions.

Dedicated IT support for troubleshooting and maintenance.

### **4. Collaboration Spaces**

Common areas for networking and informal meetings, as well as brainstorming rooms equipped with whiteboards and flipcharts.

### **5. Additional Amenities**

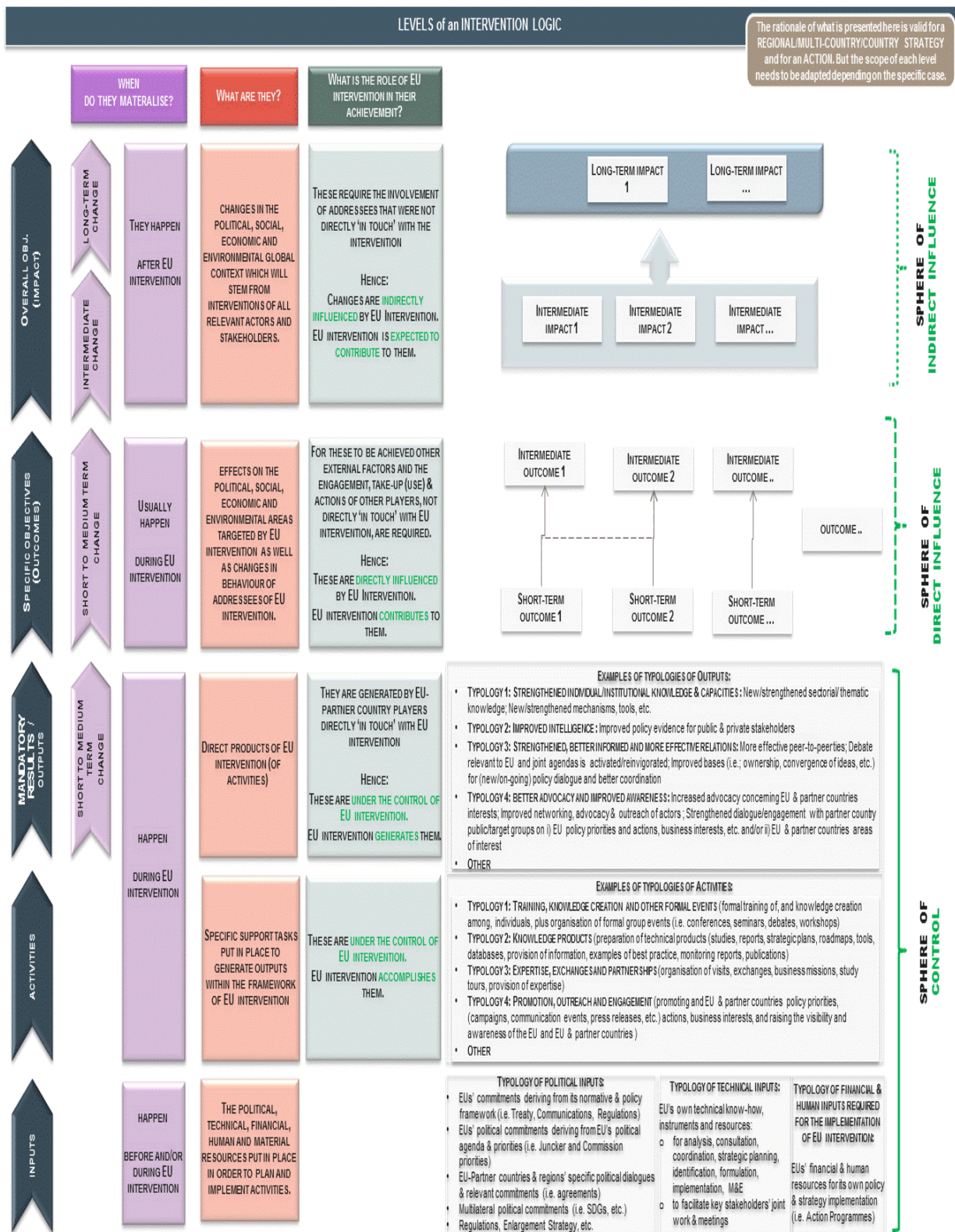
Parking spaces, cafeteria, and accessible facilities for persons with reduced mobility.

These facilities ensure an efficient and collaborative environment for the RTA and their team, supporting the success of the Twinning Project.

## **ANNEXES TO PROJECT FICHE**

1. The Simplified Logical framework matrix as per Annex C1a.

# ANNEX C1a: Levels of an intervention logic



**Annex C1a : Simplified Logical Framework**

	<b>Description</b>	<b>Indicators (with relevant baseline and target data)</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Assumptions (external to project)</b>
<b>Overall Objective</b>	<i>The overall objective of this intervention is to support the economic diversification policy of the Government of Angola by building its capacity to support Micro, Small and Medium enterprises.</i>	<i>Non-oil/gas/diamond share of Gross Domestic Product (GDP) Latest data: 71,1 % of GDP in 2023.</i>	<i>INE publication</i>	<i>Lack of political support from Government to sustain and increase funding for the promotion of entrepreneurship.</i>	<i>Increase in oil price might disincentive investments in economic diversification.</i>

<p><b>Specific (Project) Objective(s)</b></p>	<p><i>The specific objective is to help INAPEM, (the National Institute of Support for Micro, Small and Medium-sized Enterprises), to design, set up and coordinate relevant government policies and operationalise the National Network of certified Incubators, in order to catalyse the emergence and growth of micro, small and medium enterprises.</i></p>	<p><i>NNI Set up and operational</i></p>	<p><b>Project reports</b></p>	<p><i>The NNI remains a donor driven and funded initiative and is not embedded in Government programme.</i></p>	<p><i>Further decrease in oil prices might restrict government budget and therefore development programmes</i></p>
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<b>Mandatory results/outputs by components</b>	<p><i>Specific Result 1: INAPEM's capacity to coordinate government sectorial policies and operate the NNI is built.</i></p> <p><i>Outcome 1.1. Support INAPEM role in designing, Setting up, coordinating and monitoring Government policies in support to MSMEs.</i></p> <p><i>Outcome 1.2. Support the formulation of the NNI platform regulation and modus operandi, setting up rules and procedures guiding the operation of the network platform.</i></p> <p><i>Outcome 1.3. Support the governing structure of the network and train</i></p>	<p>New regulations and Government programmes to support MSMEs during the programme implementation period.</p> <p>Governing and payment structures are set up and operating.</p> <p>Number of stakeholders Trained.</p>	<p>Project reports</p> <p>INAPEM operational reports</p> <p>Project reports.</p>	<p>INAPEM is once again reorganised and loses its mandate on the promotion of entrepreneurship and therefore NNI initiative is discontinued.</p>	
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	<p><i>members accordingly;</i></p> <p><i>Outcome 1.4. Set up financial systems and procedures for approval and payment of business support services to beneficiaries .</i></p> <p><i>Specific Result 2; the capacity of the other partners of the NNI (Incubators, mentors, banks, guarantee funds, investors) to operate within the NNI, its regulatory framework and procedures is built.)</i></p> <p><i>Outcome 2.1. Implement a diagnostic and a comprehensive assessment of the needs of the institutions and</i></p>	<p>Accounting and Financial Systems in place.</p> <p>Training need assessment is concluded</p>	<p>Project reports</p> <p>Project reports.</p>	<p>Partners 'commitment to the network of incubators is discontinued.</p>	
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	<p><i>individuals involved in the operation of the NNI.</i></p> <p><i>Outcome 2.2. Implement a training programme for NNI partners. Design and implement a roadmap for the Quality Assurance and Certification of the Network and its members.</i></p> <p><i>Specific Result 3: NNI platform is launched and operational.</i></p> <p><i>Outcome 3.1. Beneficiaries are identified and receive business support services according to their needs.</i></p> <p><i>Outcome 3.2. Service providers are paid timely.</i></p>	<p>Training plan implemented. Quality Assurance Road map available</p> <p>Number of beneficiaries supported by the NNI.</p> <p>Average time for payment.</p>	<p>Project report.</p> <p>INAPEM reports.</p> <p>Project Report</p>	<p>Government does not officially endorse the set up of the NNI.</p>	
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	<p><i>Outcome 3.3. All services provided and payments realised are duly recorded on a centralised database and timely audited.</i></p> <p><i>Specific result 4: all activities of the platform are monitored, evaluated and feed the policy formulation processes.</i></p> <p><i>Outcome 4.1. A monitoring platform is designed, set up and implemented from the inception of the operation.</i></p> <p><i>Outcome 4.2. Data are collected, registered and processed timely.</i></p>	<p>NNI database is set up and up to date.</p> <p>Monitoring platform is set up and up to date.</p> <p>Frequency of the database update.</p>	<p>INAPEM report.</p> <p>Project report.</p> <p>INAPEM Reports.</p>	<p>NNI Partners (Incubators and Banks) do not provide the necessary data to allow monitoring and policy analysis.</p>	
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	<p><i>Outcome 4.3. Economic analysis and public policies formulation are fed with data from the platform monitoring system through partnership with the relevant public institutions and Economic observatoris.</i></p>	<p><i>. Number of Strategic Economic analysis produced or supported by INAPEM</i></p>	<p><i>INAPEM Reports.</i></p>		
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*OVERALL OBJECTIVE: Indicate the global strategic objective which goes beyond the immediate scope of the project but to which the project can contribute. The overall objective should be linked to the general sector reform in the Beneficiary country, as agreed in the framework of the definition of cooperation with the EU.*

*These are the changes in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders in the project. These require the involvement of third parties that were not direct beneficiaries of the intervention. Hence, changes are indirectly influenced by EU Intervention.*

*Specific PROJECT OBJECTIVE(S): Identify the specific objective(s) that shall be achieved through the implementation of the Twinning project. These are the effects on the political, social, economic and environmental areas targeted by EU intervention as well as changes in behaviour of Beneficiaries of EU intervention.*

*MANDATORY RESULTS/OUTPUTS: Describe each of the results that shall be achieved by the project, as outlined in the Twinning Fiche. Each mandatory result/output should correspond to a "project component". Please include one line per component.*

*INDICATORS: (with relevant baseline and target data): Provide an indication of how the achievement of each component of the mandatory results, from sub results per component to outcomes (specific objectives) and to impact (overall objective), will be measured. Make sure that the indicators define the following, as appropriate: 1. Value of measurement (Quantity or Quality); 2. Baseline and target (values and times); 3. Actors in charge of data collection and reporting; 4. Target Group; 5. Deadline for reporting; 6. Place. Baseline and target data, as indicated in the Twinning Fiche, to be mentioned in brackets next to each indicator. Indicators may be revised if deemed appropriate when drafting the initial work plan.*

*SOURCES OF VERIFICATION: For every component, specify the sources of information from which evidence can be obtained that the targets have been achieved: e.g. independent reports, surveys, Official Journal, Commission reports, etc.*

*RISKS: Mention external factors which can potentially hinder the successful implementation of the project, including any event beyond the control of the main actors involved.*

*ASSUMPTIONS: Specify the external conditions and/or third parties initiatives which can influence the implementation of the project to the point that only their fulfilment can guarantee its success. These are the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results.*