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United Nations Development Programme
Country: Republic of Djibouti
Amended Project Document

Project title: Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	
Country: Republic of Djibouti	Implementing Partner: Ministry of Housing, Urban Planning and Environment (MHUE) through the Directorate for Environment and Sustainable Development (DESD); with Ministry of Agriculture, Water, Fisheries, Husbandry and Marine Resources (MAWFHMR)
Management Arrangements: National Implementation Modality (NIM)	
UNDAF/Country Programme Outcome: Outcome 8: Equitable development of the regions The living conditions of the poorest populations are improved for better management and protection of natural resources and ecosystems strengthening resilience and promoting equitable regional development	
UNDP Strategic Plan Outputs: Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation	
UNDP Social and Environmental Screening Category: High Risk	UNDP Gender Marker: 2
Atlas Project ID (formerly Award ID): 00106642	Atlas Output ID (formerly Project ID): 00107270
UNDP-GEF PIMS ID number: 5921	GEF ID number: 9599
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Brief project description: The Cheikhetti Watershed in the Republic of Djibouti is increasingly affected by land degradation and recurrent droughts. A vicious circle of environmental degradation and poverty exists, increasing pressure on resources and degradation of livelihoods. The watershed area lacks basic socio-economic infrastructure and services (water, education, health, waste management) as well as livelihood opportunities, with a very limited market access for agropastoral and handicraft products. There are few local social organizations and existing cooperatives and associations are facing a lack of technical and financial capacities. At national and regional levels, the absence of a coherent integrated SLM strategy and lack of coordination result in lack of planning and integrated resource management which exacerbates environmental pressures. The project will promote an integrated model for the restoration of agropastoral ecosystem services in the Cheikhetti watershed to reduce land degradation, improve self-sufficiency in basic living needs of vulnerable rural communities and create conditions to enable its replication with a strong community involvement. This will be achieved through implementation of four components that address the key barriers identified for effective watershed management. Component 1: Multi-level governance framework and capacities enhancement for integrated watershed management and land use. At the watershed level, the project will establish a multi-stakeholder board, and water and rangelands committees. It will also strengthen capacities and improve multi-institutional collaboration. Component 2: Land rehabilitation and aquifer replenishment management in Chekhetti Wadi watershed. The project will design an integrated management plan of the Cheikhetti watershed, including a water monitoring system. It will rehabilitate community-based water structures. Component 3: Adoption of climate-resilient agropastoralism and livelihood activities reducing the pressure on limited water and land resources. The project will set up a microfinance platform to facilitate investment in land restoration, it will also support establishment of agropastoral farms and will restore at least 650 ha of lands. Component 4:	

Gender mainstreaming, M&E and knowledge management to scale-up integrated SLM at the national level. The project will have a strong knowledge management and communication component. Lessons learned through project implementation and a replication strategy will be made available nationally and internationally.

FINANCING PLAN

GEF Trust Fund	3,215,068 USD
UNDP	90,386 USD
(1) Total Budget administered by UNDP	3,305,454 USD

PARALLEL CO-FINANCING

MHUE	2,820,000 USD
MAWFHMR	8,500,000 USD
ADDS	1,127,000 USD
(2) Total co-financing	12,447,000 USD
(3) Grand-Total Project Financing (1)+(2)	15,752,454 USD

SIGNATURES

Signature on behalf of the Government of Djibouti

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Date/Month/Year: **18 MAI 2021**

Signature on behalf of UNDP

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Date/Month/Year: **18 MAY 2021**

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Acronyms and abbreviations

ACP	African, Caribbean, Pacific Group (of countries)
AF	Adaptation Fund
AU	African Union
CBD	Convention on Biological Diversity
CDS	Capacity Development Scorecard
CEPEC	Caisse Populaire d'Épargne et de Crédit (Djibouti Savings and Credit Union)
CERD	Centre d'étude et de recherche de <i>Djibouti (CERD)</i> (National Research Center Djibouti)
CITES	<i>Convention on International Trade in Endangered Species of Wild Fauna and Flora</i>
CO	UNDP Country Office
CEWERUs	Conflict Early Warning and Response Units
TA	Technical Advisor
DEDD	Directorate for Environment and Sustainable Development (Direction de l'Environnement et du Développement Durable); previously named Directorate for Spatial Planning and Environment (DATE)
DISED	Direction de la Statistique et des Etudes Démographiques (Directorate of Statistics and Demographic Studies)
EIA	Environmental Impact Assessment
ESMF	Environmental and Social Management Framework
EU	European Union
FAO	Food and Agriculture Organisation (of the UN)
FFS	FAO Farmer Field Schools
FPIC	Free Prior Informed Consent
FSP	Full Sized Project
GDP	Gross Domestic Product
GEB	Global Environmental Benefit
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GGW	Great Green Wall
GoD	Government of Djibouti
GRM	UNDP Grievance Redress Mechanism
IAS	Invasive Alien Species
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activities
IGAD	Intergovernmental Authority on Development
IUCN	International Union for the Conservation of Nature
IUCN-WCEL	IUCN- World Commission on Environmental Law
KM	Knowledge Management
LDCF	Least Developed Countries Fund
M&E	Monitoring and Evaluation
MAWFLMR	Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR)
MET	Ministry of Equipment and Transport
METT	Management Effectiveness Tracking Tool
MHUE	Ministry of Housing, Urban planning and Environment
MOU	Memorandum of Understanding
MSY	Maximum Sustainable Yield
MTR	Midterm Review
NGP	National Gender Policy (French – PNG: Politique Nationale Genre)
NCSA	National Capacity Self-Assessment
NEF	National Environmental Fund
NGO	Non-governmental Organisation
NIM	National Implementation Modality
OPF	GEF Operational Focal Point
PA	Protected Area
PANA	National Adaptation Plan of Action (English – NAPA)
PAP	Project Affected Persons

PDDA	Programme Détaillé de Développement de l'Agriculture Africaine (Comprehensive African Agriculture Development Program)
PIF	Project Identification Form
PIR	GEF Project Implementation Report
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
RTA	Regional Technical Advisor
PRMSRVCP	Strengthening Livelihoods and Reducing the Vulnerability of Pastoral Communities Project (English - SLRVPCP)
SBAA	Standard Basic Assistance Agreement
SCCF	Special Climate Change Fund
SDGs	Sustainable Development Goals
SESP	Social & Environmental Screening Procedure
SLM	Sustainable Land Management
STAP	GEF Scientific Technical Advisory Panel
TE	Terminal Evaluation
TOR	Terms of Reference
TT	GEF Tracking Tool
UNFD	Union Nationale des Femmes Djiboutienne (National Union of Djibouti Women)
UNDP CO	UNDP Country Office
UNDP-ERC	UNDP Evaluation Resource Center
UNDP-GEF	UNDP Global Environmental Finance (Unit)
UNDP-IEO	UNDP Independent Evaluation Office
UNEP	UN Environment Programme, now UN Environment
WB	World Bank
WFP	World Food Program

I. DEVELOPMENT CHALLENGES

CONTEXT, ISSUES AND GLOBAL SIGNIFICANCE

The Republic of Djibouti is a small coastal country in the Horn of Africa, with a total area of 23,700 km² and a coastline of 372 km. The line of the rift formed by the Gulf of Tadjourah and Assal Lake divides the country into two parts: the North dominated by three mountain ranges, and the South and West regions, where medium-elevation mountain ranges alternate with depressions covered with a layer of clay (the plains of Petit and Grand Bara, Gobaad and Hanlé).

The project area is located in the Cheikhetti watershed, in the Dikhil region (South of the country). This area is bordered by recent volcanic formations (basalts). Between the different volcanic formations are the sedimentary formations corresponding to lacustrine and fluvial sediment deposits.

The Republic of Djibouti is characterized by a hot and arid climate. Average temperatures range from 23°C in the cool season to 39°C in the summer, with peaks of up to 45°C, except for areas with higher altitudes and warmer temperatures (PANA, 2000). There are two distinct seasons: a cool season from October to April and a hot season from June to September.

Annual rainfall is erratic and varies from 50 mm in the northeast (the coastal plains zone) to 340 mm in the north-central of the country. Precipitation occurs as very limited in duration and torrential rainfall, causing erosion and floods, sometimes of a catastrophic magnitude (e.g. in 1994 and 2004). In addition, hot and dry winds (Khamsin) blow during the summer for about 50 days, and an intense potential evapotranspiration (2800 mm / year), which leads to the absence of a permanent watercourse and to a particularly high exposure to the phenomenon of desertification.

Population and socio-economic indicators

The Djibouti population was estimated at 0,96 million in 2017¹, with an annual growth rate of 1.5%. 77.8% of total population live in urban areas (2018), mostly in the capital and largest city of Djibouti, with a population over 600,000. Population is very young: 31% of the population is under 15 years old (see Annex X for more details).

The global poverty rate nationwide is 35.8% and the extreme poverty rate is 21.1%, rising to 52.9% in the south-western region of Dikhil.² Households spend nearly half of their budget (56% in rural areas²) to meet their food requirements. Food consumption indicators, changes in livelihood and nutrition data highlight a very precarious situation in Djibouti rural areas and agro-pastoral populations, being dependent on weather conditions and fluctuating commodity prices, are especially vulnerable³. It is estimated that 154,000 people, or 16% of the population, are food

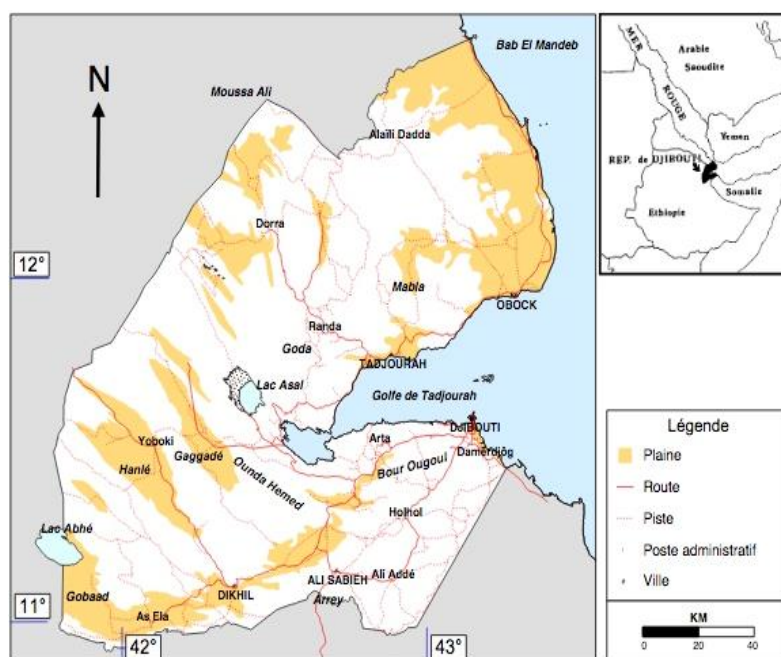


Figure 1: Map of the Republic of Djibouti

¹ World Bank. Accessed online.

² DISED - EDAM4 (4th Djibouti survey of households for social indicators), 2017

³ IPC Cadre Intégré de Classification de la Sécurité Alimentaire. 2015. République de Djibouti. Résultats d'analyse de la situation de l'insécurité alimentaire aiguë actuelle. Accessed online.

³ OCHA. 2016. El Niño: Overview of impact, projected humanitarian needs and response. Assessed online.

insecure⁴. The Human Development Index⁵ (0.47) ranks the country 168th over 188 countries. Djibouti's economic indicators are largely dependent on its service sector (81% of GDP) connected with the country's strategic location as a deep-water port. The industrial (17% of GDP) and agricultural (3% of GDP) sectors are underdeveloped but constitute the main livelihoods.

The social structure of Djibouti is characterized by its ethnic diversity around three communities: Afar, Somali and Arab. An estimated 99% of the population is Muslim, with Islam providing both an element of national unity and strongly influencing the status and position of men and women through its patriarchal and patrilineal social organisation, as well as governance systems.

Surface water, arable lands and agriculture

Plains and depressions, where covered with vegetation, support herbaceous grass steppes. A shrub or tree cover, usually very discontinuous (maximum cover of 30% with an average of less than 5%) is associated with these formations. The following species predominate: *Acacia tortilis*, *Acacia asak* (in wadis), *Acacia horrida* (locally) and some thickets with *Cadaba rotundifolia* and *Salvadora persica*. It is estimated that there are 2,000 ha of forests and 68,000 ha of open woodlands⁶ in Djibouti, most of which are in some state of degradation because of over-harvesting for firewood and feedstock and a lack of regeneration due to constant grazing pressure. Each tribe operates a well-defined territory where livestock is sometimes freely conducted without respect for rangeland management rules because of imbalances between resources and livestock.

Livestock represents almost 75% of the primary sector's GDP, which is only 4% of the national GDP. The rural population mainly from livestock and related activities. According to 2010 estimates, the number of herds is more than one million heads raised either in extensive nomadic herding or semi-sedentary/sedentary breeding (see Annex X for more details). Transhumance is still practiced extensively along grazing routes determined by the presence of water and pasture.

The country's hydrographic network covers about 53 watersheds of variable size between 50 and 2,000 km² of surface area (CERD, 2018). Runoff accounts for only 6% of precipitation due to steep slope and poor soil quality. Surface waters are formed by temporary rivers, which mostly flow into the endorheic interior plains or are lost at sea. These waters are one of the main sources of supply for rural communities. In general they are little used (5%), the rest is lost through runoff (2.5%) and evaporation (92.5%)⁷. In rural areas, water is usually exploited through shallow wells capturing underground watercourses in the alluvial.

The recharge of groundwater occurs primarily by the infiltration of flood waters in the wadis, the diffuse infiltration being almost null. Rainwater infiltrates into the channel and flows along slowly inside the channel sediment. Here, the rainwater is protected from evaporation by the channel sediments. It is available over several months or several days in the channel by this retarded movement. Aquifers contained in alluvial deposits (sand, gravel, and clay-silty conglomerates) offer opportunities for the development of agriculture in the alluvial plains with relatively affordable operating costs, because they are shallow. Soils suitable for agriculture occur on the first and second terraces along the wadis, and in these areas, are not limiting factors for agricultural development.

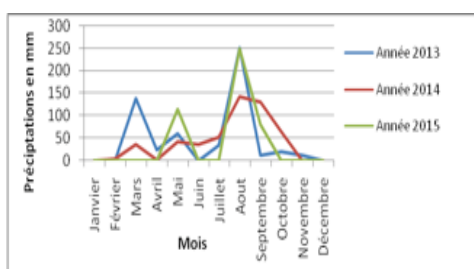


Figure 2: Monthly precipitation in the Dikhil

A soil survey⁸ assessing also fertility and water availability over the entire country identified soils suitable for irrigated and rainfed agriculture – primarily associated with the wadis – capable of supplying a large portion of the country's needs in agricultural products. According to the Djibouti Vision 2035 strategy document, a total area of 100,000 ha could be farmed using surface water. While the easily cultivable land area is 10,000 ha, 88% of arable lands remain uncultivated⁹. It is concentrated especially in the plain of Hanlé, in addition to smaller areas near riverbeds (wadis) that

⁵ UNDP. 2015. Human Development Report. Accessed online: http://hdr.undp.org/sites/default/files/hdr_2015_statistical_annex.pdf

⁶ MHUEAT. 2011. Stratégie et plan d'Action pour la Mise en oeuvre de la Grande Muraille Verte à Djibouti (SGMVD)

⁷ NAPA 2006

⁸ Goebel J.E., Douale A., and F. Omar. 1983. Djibouti Water Resources and Soils Analysis. Report prepared for the Agency for International Development Contract No: AIDJafr-C-3.673

⁹ MAEMRH. 2009. Plan Directeur du développement du secteur primaire 2009 – 2018

provide opportunities for small-scale gardening by communities. The total area of cultivated land in Dikhil region is around 410 ha with a total of 525 farmers (about 0.7 ha/farmer).

Gender inequalities

The traditional **social organization of Djibouti society is patriarchal and patrilineal**. Men embody authority within the household, make crucial decisions and ensure the economic management of the household. Women, on the other hand, have the social responsibility for domestic life, carry out household chores and take care of children and other family members. The productive work they provide is considered as a complement to household maintenance. This situation is at the root of the inequalities and disparities that heavily affect women's status in the family and society, restricting their educational opportunities, limiting their ability to make decisions and participate in the life of their community with the same opportunities as men. Nevertheless, there have been major advances in gender promotion, starting with a National Gender Policy (NGP or PNG in French) since 2011 and including women at top positions in the government, the creation of ministries for gender promotion, the promotion of women entrepreneurs and managers, and the growing number of educated women (from primary to university).

The gender analysis in Djibouti led by the PPG gender and social inclusion consultant highlighted **gender inequalities in terms of disparities, discrimination and power relations**. Main challenges are:

- Strengthening the social and cultural position of women in the household and society.
- Acquiring knowledge and technical and professional skills.
- Access to basic and quality social services.
- Improving the reproductive health of women.
- Access to resources and economic opportunities.
- Exercising and enjoying one's fundamental rights including citizenship.
- Access and equitable participation in management and decision-making institutions.
- Mainstreaming gender in development interventions.

POLICY AND INSTITUTIONAL CONTEXT

The recent **decentralisation process** in the Republic of Djibouti is in progress (Law N°174/AN/02/4ème on Decentralization and Status of Regions), contributing to promotion of economic and social development. Five regional territorial authorities are established: Arta, Ali Sabieh, Dikhil, Obock and Tadjourah Regions with legal status under public law and financial autonomy. Each regional authority is composed of a Regional Assembly (Regional Council) representing the region and a Regional Executive elected by the Assembly (President of the Regional Council). The President of the Council is responsible to the Regional Assembly. He is assisted in his work by the Vice-President, two regional secretaries and a Quester. Regional councils, Regional Assemblies, Regional Development Coordinating Committees (RDCs) and Local Development Committees (LDCs) have been established in the five regions of the country.

In line with the national **Strategy for Accelerated Growth and Promotion of Employment (SCAPE) 2015-2019**, each region produced a Regional Development Plan for this period highlighting the main development poles for its territory. **Dikhil Regional Development Plan** has identified a strong agro-pastoral, energy, tourism and industrial potential. The document established a baseline situation in order to build a regional economy specializing in agriculture and livestock, focusing on intensive growth, diversification and competitiveness of the private sector and based on fundamental principles of social justice, inequalities reduction, equity and balance in the distribution of wealth, extreme poverty alleviation, and the primacy of community participation. It was prepared under the supervision of a Steering Committee and a Technical Commission of the Regional Committee chaired respectively by the Prefect of the Region and the President of the Regional Council.

Key institutions with mandates relevant to sustainable development and environmental management are the Ministry of Housing, Urban Planning and Environment (MHUE), Directorate for Environment and Sustainable Development (DESD), The Ministry of Agriculture, Water, Fisheries, Husbandry and Marine Resources (MAWFHMR), and the Directorates for Agriculture and Forests, Water, Public Works, Animal Husbandry and Veterinary Services (see table 6 for details).

DRIVERS OF LAND DEGRADATION, ROOT CAUSES AND IMPACTS

Over the last decades, the country has been facing a significant and growing challenge to its natural, semi-natural and productive ecosystems due to severe and increasing land degradation and desertification. The rangelands in Djibouti are especially susceptible to degradation – they are marginal and infertile areas, subject to uncertain climatic conditions, often with highly erodible soils, little ground cover and poor water supplies. Most rangelands are now degraded (see Figure 5) to such a degree that they cannot anymore provide for the resources required by opportunistic herders constantly at the brink of survival, even if traditional systems were still in place.

The factors underlying degradation may be partly related to regional climatic patterns and trends – especially repeated extended droughts – that can arguably be attributed to climate change. However, inappropriate land use practices exploiting an already highly vulnerable resource base are at least an equally important factor undermining the livelihoods of rural populations, a situation in which natural disturbances can lead to a vicious cycle of unsustainable use, degradation and poverty. In greater details the drivers of land degradation are as follows:

Climate stress, high temperatures and fluctuating precipitation have had an impact on the availability of water and natural resources and undermined the productivity of agriculture and livestock across the country. In the past decades, Djibouti has been facing several flood and drought events that have heavily affected pastoral-agricultural production and rural livelihoods (cf. Table 4). Since 2007, the whole Horn of Africa region and Djibouti in particular have been facing a prolonged drought event where rainfall has fallen to 75% below average in some regions. The 2010 Rapid Drought Impact Assessment showed that the 2010 drought had a devastating impact on the water security and livelihoods of the 240,000 people living in rural areas, particularly small-scale farmers and herders.

The 2015-2016 El Niño-induced drought has had a massive humanitarian impact in the Horn of Africa region, including in parts of Djibouti where delayed and below-average rains have limited pastoralists’ access to pasture. Wells, underground cisterns and other water infrastructure have been seriously reduced. In addition, some 3,000 nomadic pastoralists (600 families) from the Somali Region of Ethiopia have settled in Goubetto in the Ali Sabieh Region in January 2016 alone¹⁰, thus further increasing pressure on the limited resources in this region. More recently¹¹, above-average rains in May 2016 replenished wells and improved pastures, including in the El Niño drought-affected northern and southern pastoral areas. However, the rains will not be sufficient to fully restore herd sizes and livestock productivity, leaving many households severely affected including in the project intervention area.

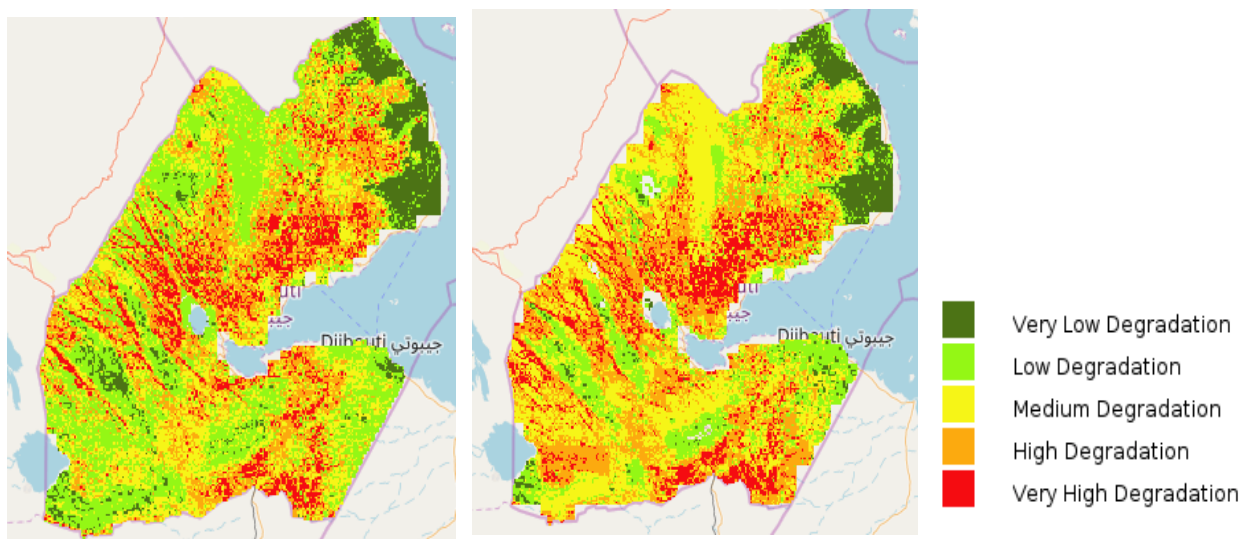


Figure 3: Djibouti Actual Land Degradation Index in May-Oct 2014 and Feb-May 2016 (MESA project)

¹⁰ Estimation for 2014 based on the census of 2009

¹¹ <http://www.fews.net/east-africa/djibouti/key-message-update/may-2016>

Table 1: Top 10 Natural Disasters in Djibouti for the period 1900 to 2011

Type of disasters	Date	Total number of people affected
Flood	Feb. 1978	106,000
Drought	June 1980	145,000
Flood	18/03/81	102,000
Flood	09/04/89	150,300
Flood	19/11/94	120,000
Drought	Feb. 1996	100,000
Drought	June 2001	100,000
Flood	12/04/04	100,000
Drought	April 2005	150,000
Drought	July 2008	340,000

Source: EM-DAT, The OFDA/CRED International Disaster Database, Université Catholique de Louvain, Brussels – Belgium, www.em-dat.net

Table 2: Summary of impacts expected from climate change on key vulnerable sectors (NAPA, 2006 and SNCC, 2017)

Key Sectors	Climate change impacts
Water resources	<p>Surface water:</p> <ul style="list-style-type: none"> • Increase in flood frequency (up to 4-5 major floods per year) • Increase in the magnitude of major flooding events • Shift in run-off water regime <p>Groundwater:</p> <ul style="list-style-type: none"> • Reduction in aquifer natural recharge • Reduction in groundwater resources (from 11,650,000 m3 to 9,880,000 m3/year in 2050) and increase in salinity of Djibouti's main aquifer
Agriculture and forestry	<p>Drought:</p> <p><i>Agriculture:</i></p> <ul style="list-style-type: none"> • Depletion of ground water used for irrigation • Increase in salt content of soil and irrigation water • Reduced yields • Loss of agricultural land due to erosion or salinity • <i>Forest landscapes</i> • Regression in forest cover • Gradual extinction of flagship endemic species • Overgrazing of shrinking rangelands • Intensified human pressures on forests for firewood and construction • Invasion of <i>Prosopis sp.</i> which is growing very rapidly under increasing aridity, encroaching on cultivated land and competing with other trees and local shrubs (esp. in coastal plain of Djibouti, Tadjourah, and Hanlé Gobaad) <p>Flooding</p> <ul style="list-style-type: none"> • Destruction of farms located near the wadis • Silting of wells or destruction of crops and infrastructure • Multiplication of pests and insects (caterpillars, mushrooms, crickets...)

Deforestation by illegal logging (to meet timber requirements in local and urban areas, for fencing of farms, as fuel wood and for making charcoal for the needs of urbanized areas) as well as forest degradation by and excessive pruning to feed livestock and overgrazing depleting ground vegetation cover. Driven by increasing kerosene prices, rural populations turn systematically to wood and charcoal for energy production using a type of low thermal efficiency stove. In rural areas, charcoal is produced and sold to supply local use and urban centres. The annual exploitation of wood clearly exceeds annual wood productivity. Between 2004 and 2008, import of kerosene decreased by 4 million liters, corresponding to 4,634 tons of charcoal or 23,172 tons of wood corresponding approximately to 289,655 mature trees¹² Forage reserves such as pruning-resistant Acacia trees are the most affected species and disappearing from the landscape because of over-exploitation. Savannahs are left without undergrowth and lack regeneration. The species *Balanites racimosa*, locally

¹² MHUEAT. 2011. Strategy and Action Plan for the GGW in Djibouti, / Stratégie et plan d'Action pour la Mise en oeuvre de la Grande Muraille Verte à Djibouti (SGMVD)

in danger of disappearing, is prone to excessive cutting for commercial purposes (including in the plains around Dikhil) to meet the needs of urban areas to repel mosquitoes. The considerable effort over the last two decades for the development of irrigated agriculture has been accompanied by significant deforestation activities in watersheds, coastal plains and valleys (SGMVD, 2011). Such deforestation was significant in the watershed of the Cheikhetti and in Hanlé (Masgidlou, Gami, Cheikaïto, Abaïtou, Hanlé).

Unsustainable pastoral practices include overgrazing associated to sedentarization and loss of traditional agreements for rotational pasture use. Overgrazing leads to a rarefaction of plant cover, leaving the ground bare and exposed to water and wind erosion, and trampling by livestock leads to the physical degradation of soils. Inadequate grazing regimes or excessive livestock densities, or otherwise unsustainable extraction of the mostly sparse and highly vulnerable vegetation and soil cover are an important, if not the principal driver of the land degradation trend. Any vegetation is stripped of the land as soon as it emerges after rains. Soil conditions and the herbaceous and forest cover of the watershed are determinants of the amount of water stored in the soil. Without vegetation, land is eroded and rainwater flows over the hardened surface of the ground without seeping in and recharging groundwater. Land cleared of its grass cover becomes vulnerable to soil erosion, more so during heavy rains that strip the soil and impoverish seed banks. The scarce rainwater infiltrates less, causing the water table to drop and water becomes even more difficult to draw. Lower water tables need deeper wells with more powerful pumps. This brings increasingly saline water to the surface that is harmful to both human health and agricultural soils. In consequence significant areas are losing their productive capacity.

Overgrazing is primarily related to the sedentarization of nomadic herders, the progressive abandonment of rangeland management systems which involved setting temporal and spatial enclosures (deferred grazing), changes in climate conditions that force the nomads to stay longer in refuge areas, and the poor distribution of water points along rangeland, which concentrates the pressure in confined spaces. The lack of sustainable management of rangelands due to the abandonment of traditional pastoral codes has resulted in the permanent grazing of vegetation with impoverishment of rangeland species diversity and the prevention of any possibility of natural regeneration, leading to rapid pasture degradation. This phenomenon is particularly visible around the water points and the major routes of transhumance. With the exception of the Northern region, no organization regulates the use of rangelands and grazing is anarchic.

Unsustainable subsistence agricultural practices include land clearing and inadequate irrigation methods. The installation of vegetable gardens on the terraces of wadis, which are typically rich in natural vegetation, often results in clearing of vegetation in surrounding areas for fencing and the delimitation of gardens. In arid land with high evaporation rates, inappropriate agricultural practices may rapidly lead to reduced soil fertility, increased vulnerability to erosion, and increased runoff. Although irrigated areas from shallow and drilled wells are limited, some soils are degraded due to salinization, caused by excessive and uncontrolled irrigation with waters increasingly loaded with salts and high evaporation rates.

Water and wind erosion are favoured by the decrease in plant cover and especially of herbaceous strata, mainly caused by overgrazing and deforestation. Wind erosion, which severely affects the low-pressure plains of Hanlé, Gobaad and Galafi, causes each year a loss of soil capital estimated at 4 to 5%¹³.

Invasive alien species (IAS). The mesquite *Prosopis juliflora* (and possibly other *Prosopis* species to a lesser degree) represents a growing problem in Djibouti as it invades and can dominate vegetation in agricultural and pastoral lands especially in the presence of sandy soils with groundwater availability such as in wadis. It already occupies some 60 km² in the country. Deliberately introduced as a multiple-use tree and forage resource decades ago to stem desertification, it is now seen as a nuisance by pastoralists because it outcompetes native vegetation and its thorns injure livestock. However at this time, the impact of this and other IAS cannot be compared to the more widespread and severe consequences of poor land management. As in other countries like in India and Ethiopia, there are attempts to control the species by promoting the utilisation of its many products (seed pods and fermented leaves as feedstock, wood for charcoal making and posts, flowers for honey-making, etc.)¹⁴, yet it is hard to assess whether this can stem the further expansion of the species.

The land degradation-poverty cycle. Faced with this combination of factors, rural pastoral communities are exposed to a vicious cycle. Encouraged by government policy to promote the education of children, formerly nomadic

¹³ Dikhil Regional Development Plan 2015-2019

¹⁴ Valorisation des espaces colonisés par les plantes envahissantes à Djibouti – IED – <http://www.iedafrique.org/Valorisation-des-espaces-colonises.html> ; Turning an invasive species into profit in Djibouti – FAO 2015 – <http://www.fao.org/technical-cooperation-programme/success-stories/detail/en/c/292367>.

groups/families have settled with their livestock which further exacerbates the loss of plant cover around settlements. The land has lost its productive capacity and without the knowledge to adapt their agro-pastoral practices, semi-sedentarized herders gradually abandon their gardens. Herds are reduced by half or more, and are in a precarious health condition. The price per head has increased but herd size is so small that it is difficult to sell the animals, thus affecting household incomes. In the absence of alternative sources of income, people turn to charcoal production to supply the needs in urban areas, which further exacerbates the pressure on already impoverished resources. This is further impacting women who report having to devote from 4 to 6 hours every 2 days to collect firewood whereas such resources were previously available on the banks of the wadi. People's survival is precarious and ensured in part by the WFP programs (in July 2018, the WFP provided food assistance to 33,682 people in the country) and other types of assistance provided by the Government of Djibouti. This land degradation-poverty cycle results in a strong emigration to urban areas, especially by young people with little education seeking to escape this poverty cycle and find work, but who finally join the ranks of the unemployed in urban areas. According to the WB, in 2013, the overall unemployment rate hovers around 60% and is estimated at more than 70% for young people (under the age of 30).

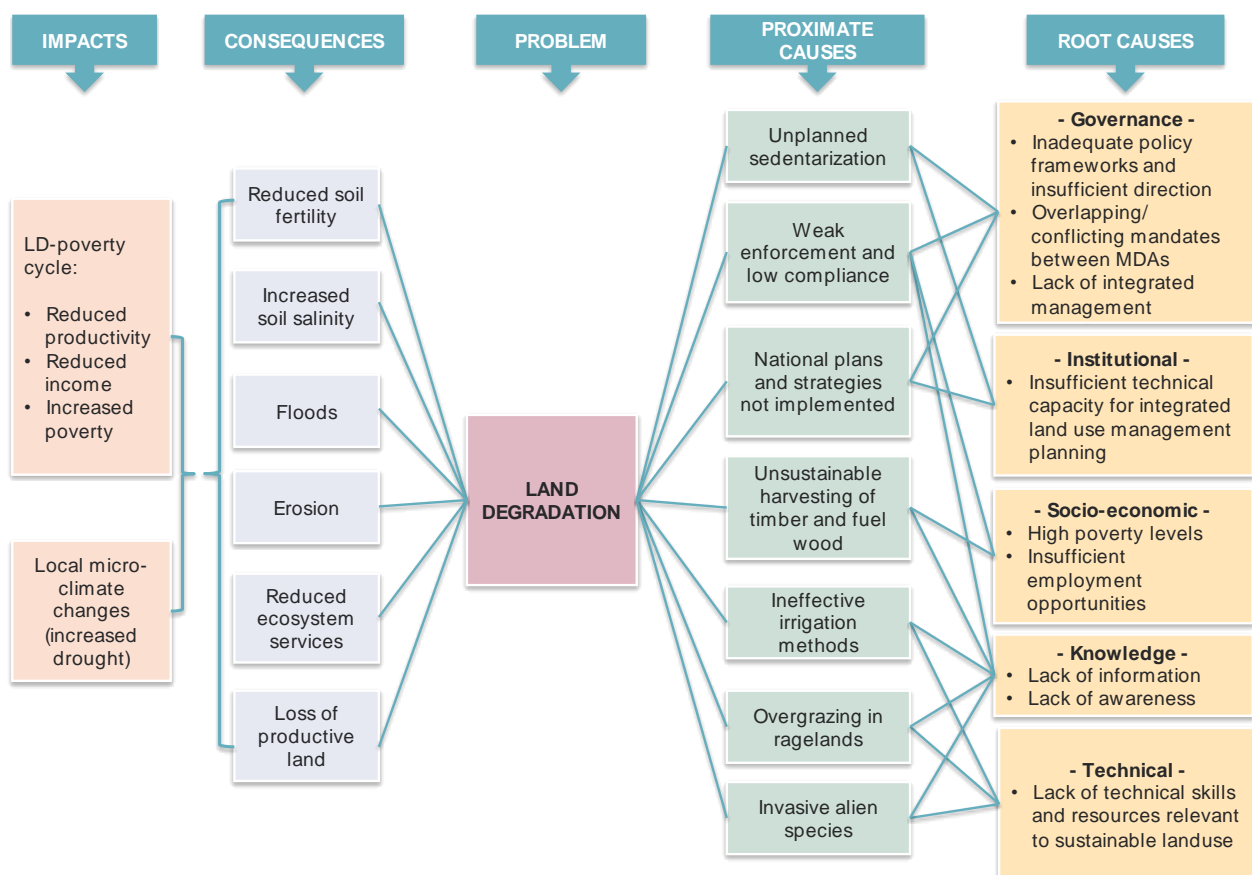


Figure 4: Causal chain analysis for land degradation in the Cheikhetti Watershed

BARRIERS THAT NEED TO BE ADDRESSED

The following specific barriers and group of barriers currently constrain positive changes towards the development of an integrated, sustainable management of natural resources in the Cheikhetti watershed:

Barrier 1) Lack of coordination between stakeholders at national and regional levels, and absence of coherent integrated water, resources and land-use planning.

The MHUE lacks the necessary working relationships with other administrations at both national and local levels. It has limited experience and human resources (appropriately trained staff) for the coordination and management of a watershed programme. More broadly, the Djibouti administration used to work in silo and has little capacity to coordinate multi-sectorial projects and to federate stakeholders. For instance, past projects experienced difficulties in collaboration between MHUE and MAWFHMR because of lack of leadership skills. There is little strategy/plan and coordination among government institutions concerned by land degradation (MHUE and MAWFHMR and their regional delegations) to implement interventions integrating sustainable land and water management to support the development of livelihoods at landscape/watershed level – thus reducing the effectiveness of interventions. Moreover, GoD is strongly centralized in environmental matters as in other areas. The main services, their staff and resources are mainly located in the capital of the country. However, some improvements need to be mentioned. In particular, a decentralization process has started since 2015 and GoD has now a dedicated Ministry for that mission. In addition, the two ministries mentioned above have initiated a collaborative process in the steering committees of their respective projects.

As explained in the land degradation drivers' chapter, a key root cause of land degradation and unsustainable land use in the Cheikhetti watershed is the absence of an integrated land use management plan. This integrated approach of resources planning does not exist yet in the Republic of Djibouti. Hence, technical and organizational capacities are lacking to develop an integrated plan at the scale of a watershed. Beside, a lack of coordination between stakeholders often results in redundant activities, as well as different implementation methodologies.

At the regional level, a head of the extension services, with the mission of coordination the governmental staff, does exist in theory but is not effective in reality. Extension staff is limited (for instance, each Sub-Directorate of the MAWFHMR has only one agricultural extension staff) and lack training. Donor projects provide facilities and materials for agricultural activities to farmers but do not generally engage in advanced agricultural extension activities. During the PPG field visit, interviews showed that collaboration is almost inexistent between the services whilst several governmental sectors are represented. The capacity of the Regional Council is limited, and it does not have the leadership capacity to coordinate stakeholders at the regional level.

At the local level in the Cheikhetti watershed, the structures rarely exist for good governance and management of land and water resources (CBOs, water management committees, village committees, cooperatives, etc.). There is a need to promote effective community involvement in management, decision-making and benefit sharing from water infrastructures, agropastoral perimeters and value chains production. Although the cooperative status is legally recognized, few of them are fully gazetted and trained. Little capacities and experience exist. Expertise and innovation are needed mainly through capacity enhancement process both on technical and organizational aspects, which will improve income of the villagers.

Barrier 2) Insufficient technical and financial capacities to restore and sustainably manage land and water resources.

The availability of water is a pre-condition of all development activities – and indeed survival – especially in arid environments. Yet, there is limited experience in wadi management in Djibouti for the replenishment of aquifers or for irrigation purposes. In the absence of water management to reduce / manage water flow during flood events, infiltration and aquifer replenishment are extremely limited and water runs off and is eventually lost to evaporation. There is a lack of basic data to be able to plan and manage water resource. For instance, the capacity of the wadi aquifer has not been assessed at watershed level nor monitored and might represent a limiting factor should multiple farms or gardens develop in the same area.

Scarce know-how of herders on SLM, pasture management and agropastoralism and LD drivers due to traditional/cultural values and perceptions: Traditionally large herd sizes projected a picture of prosperity and prestige within communities and acted as a safety net for times of penury. Although the now dire state of rangeland resources is gradually convincing herders that a more intensive management approach must be sought, the bias towards large herds rather than a small

and healthy herd in a more sustainable production system remains common. Also, local communities (nomadic and sedentary) have long resisted the idea of changing the notion of open-access to natural resources such as by roaming livestock. But devolution of natural resource management to local communities can be a suitable solution that also provides opportunities for a range of livelihoods and sustainable development, which however requires community engagement and capacity development.

Semi-sedentary herders have a low mastery of cultivation techniques (crop planting and surveillance, irrigation, fertilization, pest control), and lack the knowledge, know-how, and models, to adapt their practices on land that has lost its productive capacity and develop agropastoral farming to ensure their subsistence through agriculture and forage cropping and to sustainably manage scarce water resources. In the past years, the number of governmental initiatives and international supported projects to address this issue has grown, but the need remains important.

Barrier 3) Socio-economic factors and lack of alternatives, innovation and investment at the village level.

Poverty, tradition and lack of alternatives drive communities and individuals to continue unsustainable practices of resource exploitation. The lack of jobs and alternative options for income generation drive the rural exodus – many villages lose young people who emigrate either seasonally/ temporarily to look for work or permanently to find work in Djibouti city or abroad. During village interviews, all communities expressed the need for social benefits in villages (health, education, income-generating activities and employment) as well as improved natural resource management, sustainable use and more efficient energy use.

A major barrier to the adoption of new agropastoral practices lies in the lack of agricultural credits accessible to poor rural populations with incentive interest rates that would allow them to acquire required inputs to develop their plot and which repayment terms would take into account the harvest period. Available funding is not channelled to populations in an integral approach. Also, interventions are designed without introducing the concept of risk management to cope with natural disasters such as intense and repeated drought, which stresses the need to introduce this approach, namely through savings.

There is also a lack of access to agricultural inputs for rural populations, especially in seedlings and seed varieties adapted to arid conditions and resistant to local pests and diseases, and in environmentally-safe crop protection products. Interventions with pastoralist communities in rural areas are designed without introducing the concept of risk management to cope with natural disasters such as intense and repeated drought which stresses the need to introduce this approach, namely through production of dry season fodder and silage reserves, and diversification of livelihood options. Rural communities lack exposure to viable alternatives to traditional or current livelihoods, such as through Government extension and livelihood development schemes.

Barrier 4) insufficient institutional capacities at national and regional level for adequate knowledge management and gender mainstreaming.

The capacity of institutions (central and decentralized government) in terms of monitoring & evaluation, capitalization and dissemination of best practices is limited at the local and regional levels. Several project evaluation reports highlight the need to develop a culture of Monitoring & Evaluation within the djiboutian administration.

Experience in SLM and agropastoral farms is not recent in Djibouti but very limited, not adequately documented and not replicated at scale. Inadequate knowledge management/dissemination on agropastoral and SLM experiences in Djibouti hampers adaptation and replication of the incipient national experience on several facets of SLM and agropastoralism. The absence of systematic monitoring prevents capitalizing the few lessons learned that would guide users in the design of water mobilization and agropastoral/SLM projects and enable a replication at scale of successful practices. There are some examples that could be replicated such as the Djama Guedi's farm. This is a successful private agro-pastoral exploitation near Dikhil developed over 20 years to test and adapt various techniques for forage production, as well as vegetables and fruits that are now sold in urban markets. In 2010-2011, the farm production in a 6-month period amounted to a total of 28,200 kg of forage, fruits and vegetables over as little as 1.35 ha of cultivated area, and the production of 1080 litres of milk. This success relies on an appropriate integration of livestock and farming practices and the systematic application of a variety of SLM techniques to restore soil structure and nutrients and retain moisture provided by a micro-irrigation system fed by water pumped from the wadi's aquifer. It demonstrates that the arid lands of this region can be transformed into flourishing farms through adapted agropastoralism to improve considerably the

quality of life of local communities who would engage in it. However, without adequate framework, resources and support to document and to promote good practices, the potential for scaling-up the experience is limited.

Finally, the integration of gender concerns into governmental projects development is still weak. Gender tends to be taken into account within governmental projects, according to the NGP, but the implementation of gender-specific activities remains difficult. There is a lack of concrete gender strategy and practical gender tools for its integration into practices and activities. Hence, capacities building of Ministries, regional authorities, the decentralized services and civil society is needed for elaborating a coherent framework to tackle gender and vulnerable groups concerns at the Cheikhetti watershed (baseline evaluation, indicators, planning, monitoring) and to be more efficient and effective, and from lack of capacity within.

RELEVANCE TO NATIONAL DEVELOPMENT PRIORITIES, GLOBAL ENVIRONMENTAL ISSUES, AND THE SDGS

Vision Djibouti 2035 is an instrument of strategic and political planning to, in the short term, tackle poverty and unemployment and, in the long term, to make Djibouti a trade and services platform at the regional level in order to upgrade the country to emerging country status by 2035. It was adopted by the Council of Ministers in 2014. According to Djibouti Vision 2035, Dikhil is meant to become an agro-pastoral and energetic-tourist development pole.

2015-2019 Strategy for Accelerated Growth and Promotion of Employment (SCAPE) is Vision Djibouti 2035 first strategic articulation and built around five strategic axes. The Government identifies actions to which the proposed project will contribute directly, most notably on Spatial Planning and Sustainable Development and plans to rehabilitate and develop small agricultural and livestock areas of family size in all regions to contribute to eradicate poverty, food insecurity and unemployment. The proposed project responds directly to the sustainable development strategy based on the three pillars of renewable energy, sustainable management of water / food security and climate change adaptation / risk management. According to the SCAPE, the Government will pay special attention to the fight against desertification through the plantation of 100,000 trees, a target to which the project will contribute directly.

Master Plan 2009–2018 for the Primary Sector of the Ministry of Agriculture, Husbandry and the Sea in charge of Fisheries Resources. The Master Plan's mission is to ensure increased food production to achieve food security and ensure a better contribution of the primary sector to the national economy. By developing agropastoral farms where the cultivation of quality forage meets livestock needs, the project addresses barriers to livestock sector development, and by restoring the productive capacity of soils and introducing drip-irrigation and adapted cultivation techniques, the proposed project helps to remove obstacles to crop production. The project contributes to several objectives including: i) Fighting poverty by improving incomes and living conditions of the rural population, ii) Stemming rural exodus, iii) Developing arable land, expanding irrigated areas and promoting livestock activities to allow increasing local agricultural production, and iv) Strengthening structures capacity for planning and monitoring of development programs and dissemination of information. The project is in line with the Government's policy to develop lands with an agricultural potential wherever the potential of water resources is adequate and to encourage the use of drip irrigation systems.

The National Agriculture and Food Security Investment Programme (PNIASA 2014-2019) is the strategy paper for the rural sector. The activities proposed under the proposed project address all four programs of the PNIASA: (i) sustainable food security in the regional context, (ii) water resource mobilization for agricultural development; (iii) support to vulnerable groups; and (iv) the promotion of new sources of growth and export support. Djibouti has no national strategic document for the livestock sub-sector. The proposed project will also support the achievement of one strategic objective of the Humanitarian Response Plan for 2016-18, which is to strengthen resilience of drought-affected people, by re-establishing their livelihoods. Building the resilience of the most vulnerable Djiboutians will contribute to break the negative cycle of increased vulnerability linked to the recurrent droughts.

National Action Plan to Combat Desertification (2000)¹⁵. The Djibouti NAP has not yet been updated and aligned with the 10-year strategic plan of the Convention (2008–2018). Yet, some interventions put forward in the NAP for the region of Dikhil are still relevant and are part of the proposed project, such as the integrated development of Hanlé including Cheikhetti through silvopastoral development, income-generating activities such as poultry farming, and production and dissemination of energy-efficient cook stoves. The NAP foresees a national reforestation program through the integration of trees in gardens, and establishment of tree nurseries, both being planned in the project.

¹⁵ Ministère de l'Agriculture, de l'Élevage et de la Mer / Comité Directeur National Pour la Lutte Contre la Désertification. 2000. Programme d'Action National de Lutte Contre la Désertification.

A related initiative, the **Great Green Wall (GGW)** is a pan-African proposal to “green” the continent from west to east in order to counter desertification. It aims at tackling poverty and the degradation of soils through an integrated ecosystem management approach, and focuses on a 15 km wide strip of land through the Sahel-Saharan region from Dakar to Djibouti. The proposed project will contribute to this strategy i) as the Cheikhetti watershed and adjacent pastures largely overlap one of the five units (Unit 3) of the Great Green Wall layout in Djibouti, and ii) as it directly contributes to the objectives of conserving, restoring and enhancing biodiversity and soil; meeting domestic needs and increasing revenue through the promotion of IGAs; improving carbon sequestration capacities in the ground cover and soil; and improving the living conditions of local communities.

Participation in international conventions. From 1989 onwards, things slowly evolved at the institutional level, leading to the creation of a Ministry of the Environment in 1995 and the launch in 2003 of the National Programme for Adaptation to Climate Change (PANA). The Republic of Djibouti has ratified a number of conventions:

- United Nations Framework Convention on Climate Change ratified on 22/08/1995
- United Nations Convention to Combat Desertification ratified on 01/06/1997
- United Nations Convention on Biological Diversity ratified on 27/08/1995
- Jeddah Convention on the Conservation of the Environment of the Red Sea and Gulf of Aden signed in 1982
- Joined the Strategic Conservation Programme (PERSGA) in September 1997

Through the reforestation and land restoration of the Cheikhetti watershed and adjacent pastures and rangelands, the project is aligned with and contributes to the **Bonn Challenge**, which is a global initiative launched in 2011 to restore 150 million hectares of the world's degraded and deforested lands by 2020. The Bonn Challenge follows the forest landscape restoration approach, i.e. restoring ecological integrity while improving human well-being through multi-functional landscapes. The Bonn Challenge is a practical means of realizing many existing international commitments, including the **CBD Aichi Target 15**, the **UNFCCC REDD+ goal**, and the **Rio+20 land degradation neutral goal**.

The interventions in the proposed project are also in line with the main lines of the **National Action Plan for the Environment (PANE)** that include rehabilitating degraded ecosystems and the implementation of local community awareness programs on best practices for natural resource conservation. Pursuant to these conventions, the Government of Djibouti has promulgated and implemented the following laws and regulations:

- Law No. 51/AN/09/4th L of 1 July 2009 on the Environment Code.
- Law No. 149/AN/02/4th L on the Economic and Social Orientation of the Republic of Djibouti for the period 2001-2010.
- The Law on Protected Areas (Law No. 45/AN/04/5th L, establishing Protected Areas on Land and in the Sea).
- Water Code, which regulates the exploitation of water resources and thus ensures the protection of this resource.
- Decree No. 2004-0065/PR/MHUEAT of 22 April 2004 on the protection of biodiversity.
- The Primary Sector Development Plan.

The project is also consistent with **Djibouti's National Gender Policy (NGP)**, a strategic gender policy framework, aims to contribute to the achievement of gender equity and equality for boys and girls, men and women, in all areas of economic and social life. To this end, Djibouti's National Gender Policy bases its intervention on two global objectives, namely:

- The establishment of a socio-cultural, legal, economic, political and institutional environment conducive to the achievement of gender equity and equality in Djibouti society.
- The effective integration of gender in development interventions in all sectors of activity.

The project will contribute to the following SDGs:

- **Goal 1 – Ending poverty:** improving livelihoods of the Cheikhetti watershed communities;
- **Goal 2 – Food security:** developing new climate-resilient agricultural areas, improving soil productivity;
- **Goal 5 – Gender equality:** including gender in the project's intervention strategy, through awareness-raising activities with the different stakeholders and by developing women targeted activities;
- **Goal 8 – Decent work and economic growth:** providing new IGAs;

- **Goals 12 – Sustainable Consumption and Production patterns:** promoting local consumption of agroecological products;
- **Goal 13 – Climate Action:** climate resilient activities;
- **Goal 15 – Life on land:** SLM of the Cheikhetti watershed;
- **Goal 16 – Peaceful and inclusive development:** developing strong partnerships between local, regional, national and international institutions and thanks to an inclusive project strategy, involving both Afar and Somali communities.

II. STRATEGY

THE PROPOSED LONG-TERM SOLUTION AND THE THEORY OF CHANGE

The proposed long-term solution to the many challenges presented above is to develop an integrated model for the restoration of agropastoral ecosystem services in the Cheikhetti watershed to reduce land and water degradation, improve self-sufficiency in basic living needs of vulnerable rural communities (with a focus on youth and women) and create conditions to enable its replication. First, it implies the Republic of Djibouti to develop an integrated land-use and natural resources management plan at the watershed level. This innovation for the country will be introduced, tested for Cheikhetti watershed and documented for a large-scale replication. This is bound to have a positive impact on land productivity, pasture and trees cover, but also on water resources. This integrated planning and land restoration will be linked with the introduction of agro-pastoral techniques and alternative livelihood development. This will open up a number of possibilities for income generation and improved quality of life for women and young people. The local communities on site will be empowered as key agents of change to respect to the good stewardship of land, water and natural resources within the Cheikhetti watershed.

Working towards this long-term solution, the immediate objective of the project is to **develop an integrated model for the restoration of agropastoral ecosystem services in the Cheikhetti watershed** to reduce land degradation, improve self-sufficiency in basic living needs of vulnerable rural communities and create conditions to enable its replication with a strong community involvement.

The theory of change adopted for this project (see figure 5) addresses the key barriers to the effective sustainable management of Cheikhetti watershed while contributing to the preferred solution through the delivery of the following four Outcomes:

- Outcome 1: Improved governance structures and capacities for integrated land and water resource management
- Outcome 2: Spatial planning and integrated management resulting in land rehabilitation and aquifer replenishment
- Outcome 3: Adoption of climate-resilient agropastoralisms and environmentally sustainable income generating activities.
- Outcome 4: Gender mainstreamed and Monitoring and Knowledge Management supports integrated watershed SLM replication

The proposed project is consistent with the goals of **GEF Land Degradation Strategic Objective 1 “Agriculture and Rangeland Systems**: Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods” and mainly oriented toward supporting Strategic Programs 1 “Agro-ecological Intensification” and 2 “SLM for Climate-Smart Agriculture”.

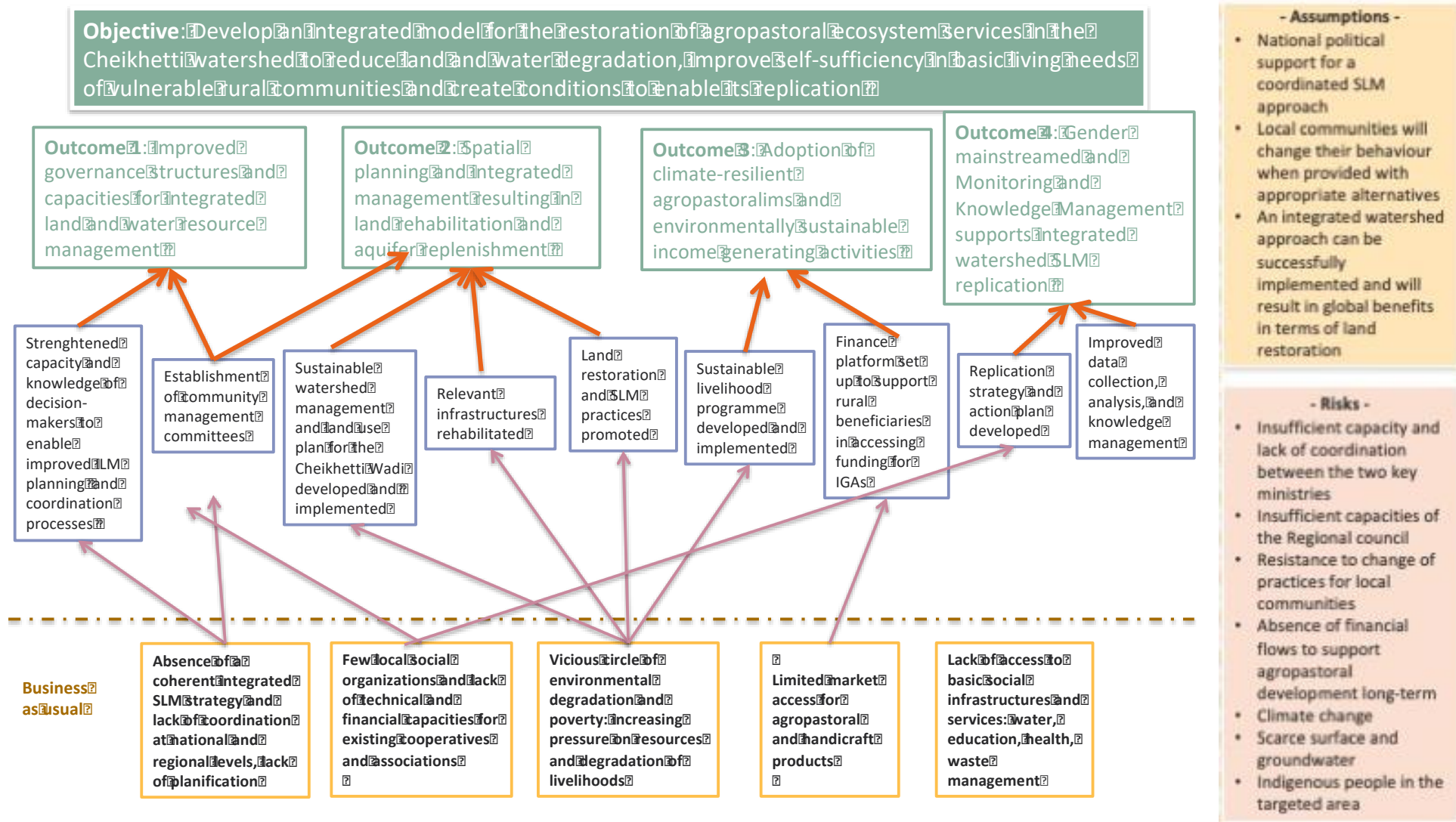


Figure 5: Theory of Change

PROJECT AREA: THE CHEIKHETTI WATERSHED IN THE REGION OF DIKHIL

The area of intervention proposed for this project extends over approximately **75,000 ha** to cover the sub-watershed of Cheikhetti from the Ethiopian border in the south to the entrance of the plain of Hanlé towards the north. The sub-watershed of Cheikhetti represents about 40% of Hanlé watershed. The area includes quality rangelands on plateaus in its western portion that are part of the watershed. The dry river that floods during heavy rainfall events has its source just across the border in northern Ethiopia and merges with the Hanlé watershed as it enters the plain of Hanlé.

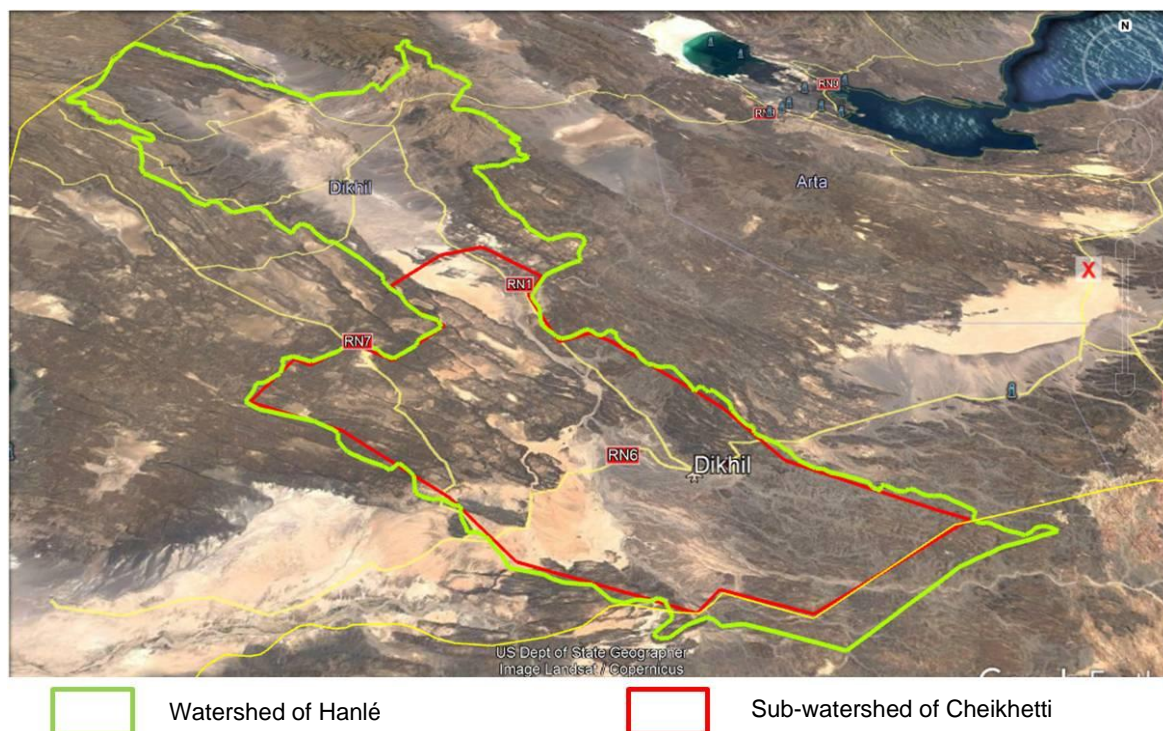


Figure 6: location of the project area within the Hanlé watershed (source: PPG)

The intervention area was selected based on criteria related to the vulnerability of the population and the potential for land rehabilitation to increase the chances of land restoration and improved livelihoods that will have an effective demonstration value (see Table 6). The choice of the study area is also based on hydrogeological consistency (sub-watershed) supported by CERD (ie geological unity and water flow dynamics). The area offers a window of opportunity to put in place a complete integrated model now before degradation gets too advanced and prevents any chance of restoration of ecosystem services.

Table 3: Criteria for identification of intervention sites

Criteria for identification of intervention sites	Rationale
Population size / number of households	Cost-efficiency
Vulnerability of rural populations as indicated by rate of food insecurity and poverty indicators	Target beneficiaries / national and global priorities
Areas most affected by land degradation and exposed to drought based on precipitation levels	National and global priorities
Potential for the development of agropastoralism (adequate water and soil resources) and for value chain development (access to existing markets)	Potential for global and national benefits, relevance to the focal area, demonstrative value of results
Willingness of local communities to invest in new agriculture and livestock practices	Participatory
Potential for women's active participation in the project development and implementation	GEF gender criteria
Development investments / plans that have some relevance to the GEF-6 project interventions	Co-finance / Complementarity / Synergies
Accessibility (practicable roads in every season)	Cost-efficiency, realistic implementation

The Cheikhetti watershed is located in the Dikhil region, which includes 35% of the Djiboutian population living outside of the city of Djibouti and is the second-most vulnerable and food insecure area in the country as illustrated by an extreme poverty rate of 77.6% and prevalence of food insecurity of 42%. The population size of the target area has been estimated between 14,780 and 15,532, which represents approximately 15% of the population in the Dikhil region.

The proposed intervention area overlaps one of the five units (Unit 3) of the Great Green Wall layout in Djibouti, which was identified based on the availability of water and soil resources, and the presence of populations that can be mobilized. The area is composed of sedimentary plains, plateaus and mountains and mainly covered with steppe vegetation dominated by *Acacia mellifera* and *Acacia tortilis*, along with *Balanites sp.* Species such as *Salvadora persica*, *Balanites aegyptia* and *Terminalia sp.* that provided fodder, firewood, shade and helped to fix the soil and promote infiltration, previously colonized the banks of the wadi. They are now scarce and more remote. Rural communities raise goats, sheep and camels. This area has a high agricultural potential by the presence of valleys where large perimeters and agropastoral gardens were previously thriving, as witnessed by local people.

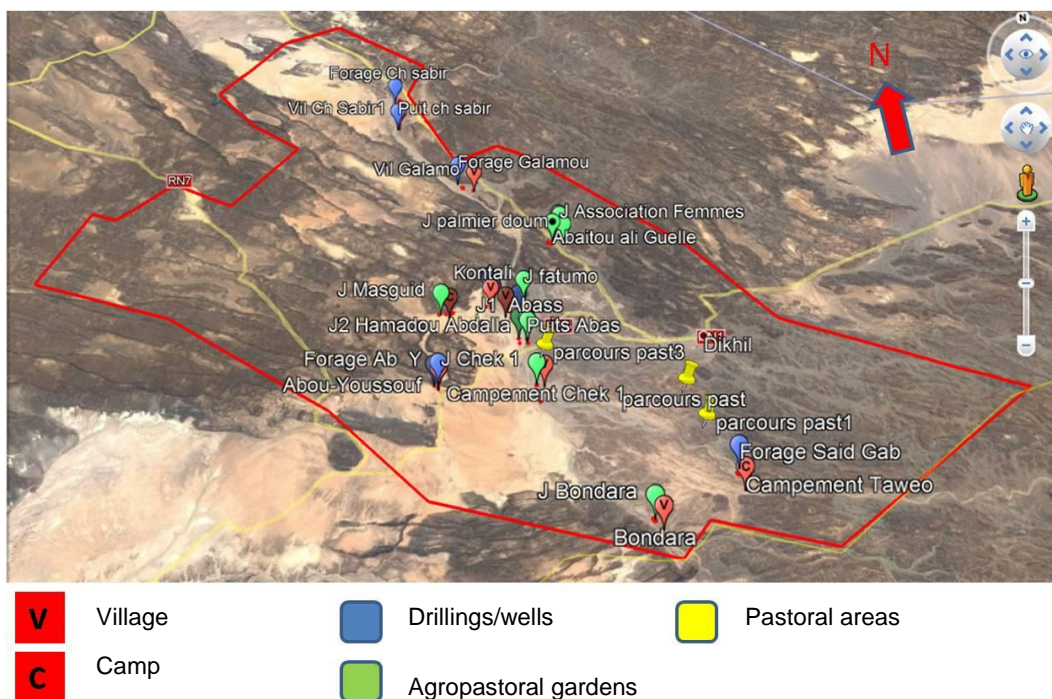


Figure 7: Project area characterisation

BASELINE ANALYSIS

The Government of Djibouti has recognized the need to address land degradation-poverty cycle and has invested substantial amount in recent years to do so with the support of its development partners (most notably FAO, IFAD, JICA, UNDP, UNEP, UNESCO and WB and with significant support from the GEF-TF and LDCF). Main lines of action are sustainable water and land management and climate change adaptation through the development of climate-adapted agropastoralism.

Additionally, due to an increasingly pressing priority to mobilize water in the context of climate change for the rural populations, approximately USD 45 million in investments are currently being made into the rural water sector.¹⁶ The IDA/WB PRODERMO, EU SHARE, AfDB DRSLP, IFAD PROGRESS and the GEF-financed projects are mobilizing surface and groundwater in targeted locations across Djibouti. All of the projects include construction and rehabilitation of water reservoirs, boreholes and shallow wells. Many support the diversification of pastoral livelihoods. Successful interventions in limited locations have facilitated the availability of water in rural areas and reduced travel distances for women fetching water.¹⁷

¹⁶ UNDP Table of On-going Aid and Humanitarian Projects, July 2017

¹⁷ IGAD. Djibouti: National Report on Drought Resilience. Sep 2017.

The *Program for Surface Water Mobilization and Sustainable Land Management* (in French PROMES-GDT, 2008-2014) is a key baseline project as it achieved important results in term of land restoration. It was a 6 years project financed by IFAD, WFP, French Development Agency (through the French Global Environmental Facility), GEF and UNDP for a total budget of 13.3 millions \$USD. It was implemented by the MAWFHMR for the benefit of 6,000 households. With the overall objective to improve livelihood of pastoral communities through the promotion sustainable management of natural resource, three components was implemented: (i) Surface water mobilization and sustainable land management, (ii) national capacities strengthening, (iii) project management. The main achievements were to harvest surface rainwater to supply local villages. This project successfully installed impluvium tanks, and rural tracks.

The World Bank's Rural Community Development and Water Mobilization Project (PRODERMO, 2012-2019, US\$ 6.13 million) addressed water security and sustainable land management. It was designed to maximize synergies and complementarities with PROMES-GDT by aligning its objectives and approaches – surface water mobilization, sustainable land management, building local capacity while targeting geographical areas (Cheikhetti- Hanlé, Khor Angar Sagallou-Inda) that had not yet benefited under PROMES-GDT and introducing innovations in support for income-generating activities. The development objectives of the Second Additional Financing Prodermo-FA II) is to increase access of rural communities to water and enhance their capacity to manage water and agro-pastoral resources in the project areas using a participatory approach to community-based development. It comprises the following three components. 1) Priority community investment sub-projects, 2) Capacity building and provision of technical assistance and 3) Project coordination and management. It achieved increasing access of rural communities to water and enhance their capacity to manage water and agro-pastoral resource. Almost 7,000 households benefitted from the water mobilized to date and 60,890 heads of livestock have gained access to more secure water supply. Closed to 2,282 persons trained on water resource management and agro-pastoral resources management, and 1.5 million cubic meter of water infrastructure are being constructed or rehabilitated.

The project entitled “*developing agro-pastoral shade gardens as an adaptation strategy for poor rural communities*” is implemented by MHUE in partnership with UNDP, and funded by the Adaptation Fund. The total budget is 4,658,556 \$ for the period 2012-2018. The project objective is to improve resilience of rural communities of Djibouti to the recurrent droughts induced by climate change. The project will help the communities of the target regions of Grand and Petit Bara to develop adaptive capacity and embark on climate resilient economic development. The project is comprised of three main components: (i) Sustainable access to secured water resources in the face of climate change, (ii) Shade gardens to support diversified and climate-resilient agro-pastoral production system, (iii) Access to secured finance for climate resilient agro-pastoral enterprise development.

Other pas projects such as *JICA agropastoral projects, the EU-FAO PICODE project* implemented by the NGO Écologie du Village Association in Adailou contributed to diversify and promote climate-resilient agro-pastoral practices in rural Djibouti. These projects addressed water security for the sustainable development of agro-pastoral farms, community-level water management, and pilot actions manure composting, drought-adapted forage production, diversification of agricultural productions, and micro-finance products, but their impact was limited to the lack of capacity and framework to scale up successful experiences.

However, these projects' impact was insufficient to reverse land degradation trends due to their limited scope and restricted scale, the short duration of the support provided to local communities, and because they mainly focused on one or the other aspect of the problem, i.e. either improve the sustainability of the water supply (eg. PROMES, PRODERMO) or develop an agro-pastoral model based on integrated crop-livestock farming and demonstrate this to some farmers (eg. JICA and PICODE projects). Other factors for this mitigated success include the fact that i) groundwater recharge through constructed hydraulic structures was not planned at the scale of the whole watershed and was not based on a rigorous understanding of its dynamics, and the proper maintenance and responsible management of these structures could not be assured in the long term because beneficiaries had not been adequately involved in all stages of their design and development, and did not fully understand their action, and ii) sustainable and climate-smart agro-pastoralism could not be developed at scale because more significant and sustained effort based on tangible and convincing demonstrations, on learning-by-doing in a supervised environment, and through long term coaching, would be required to develop the autonomy of new farmers.

The Government of Djibouti will continue to invest over the next 5 years in new projects to address them. This is estimated at US\$ 26,820,000 and it will be invested over the 5-year project period (2018-2022) in SLM practices from the following sources: in-kind contributions from MHUE and MAWFHMR operational budgets, through several projects detailed below: PROGRES, PRODERMO-FAII, Programme de Sécurisation des Systèmes Pastoraux (PSSP) as part of the

EU-funded Programme SHARE (Supporting Horn of Africa Resilience), the Djibouti component of the MAWFHMR-AfDB-IGAD Program for resilience to drought and development of livelihoods in the Horn of Africa (Phase II), etc. Several interventions of these initiatives are relevant to the proposed project providing a general foundation and also additional support to SLM within the Cheikhetti watershed: for example coordination of Environmental Impact Assessment (EIA) and with the Great Green Wall initiative, and restoration and afforestation activities by the MHUE to safeguard and restore ecosystem functions through water and soil conservation interventions, sustainable management of pasture and rangelands and animal husbandry in three rangeland sites in the proposed project intervention area.

The project entitled “*Supporting Horn of Africa’s Resilience - Projet de Sécurisation des Systèmes Pastoraux in Djibouti*” (PPSP in French; 2014-2018) is implemented by MAWFHMR in partnership with FAO, and funded by EU. The total cost is 6,623,679 USD. The project aims to improve food security and nutrition in countries that strengthen the resilience of pastoral populations. The proposed activities support: (R1) strengthening the livelihoods of pastoral communities through investments in water and animal health; (R2) The strengthening of institutional and rural services (R3) has improved livestock sector productivity by improving their ability to take advantage of market opportunities. The current estimates were made from 16,380 people (about 2,730 people) after having already completed the activities of the pastoral systems security project.

The project entitled “*Support to the rural communities resilience*” aims at increasing resilience towards drought and climate change of rural population living in the 5 regions of Djibouti. This will be done through 3 components: (i) Hydro-agricultural infrastructure established, (ii) Agropastoral potential increased, (iii) prevention of malnutrition. The implementing entity is the MAWFHMR, in partnership with FAO for component 2 and UNICEF for component 3. The project is financed by the 11th European Development Fund (EDF) for a period of 5 years (2018-2022). The total budget of the project is 27M€: 14.2M€ for component 1, 6M€ for component 2, and 6M€ for component 3.

The project entitled “*Waters and soils management Programme*” (PROGRES in French) aims at improving access to water and natural resources for local communities and increasing their resilience to climate change. The project intervention areas are the 3 regions of Arta, Dikhil and Tadjourah. Three components will be implemented: (i) Hydraulic and environmental planning and infrastructure, (ii) Incomes and services increased, (iii) Coordination and programme management. The project is financed by the IFAD and implemented by the MAWFHMR. The total budget of the project is 17M \$USD for the period 2016-2021.

The project on “*Rural Communities Development and Waters mobilization*” (PRODERMO 2 in French) aims to increase access of rural communities to water and enhance their capacity to manage water and agro-pastoral resources in the project areas using a participatory approach to community-based development. It comprises the following three components. 1) Priority community investment sub-projects, 2) Capacity building and provision of technical assistance and 3) Project coordination and management. It is financed by the World Bank and implemented by the MAWFHMR. The total budget of the project is 7M \$USD for the 2017-2019 period.

The “*Drought Resilience & Sustainable Livelihood Program*” (DRSLP-HoA Phase III) is implemented by IGAD and MAWFHMR and financed by AfDB for a budget of 12,4 million USD (2017-2020). The objective is to strengthen IGAD's capacity to fulfil the obligations of its regional mandate in leading and coordinating the implementation of the drought resilience initiative, to improve resilience to drought and climate change, and to promote sustainable livelihoods development for pastoralists and agro-pastoralists. It helps to reduce poverty, improve food security and accelerate economic development by increasing incomes in rural environments. The area of intervention included the Dikhil region.

The Conflict Early Warning and Response Units (CEWERUs) are national networks of governmental and non-governmental stakeholders set up through the IGAD program “*Conflict Early Warning and Response Mechanism*” to contribute to the peaceful settlement of cross-border pastoralist disputes in the sub-region. A CEWERU was established in 2012 in the Dikhil Cluster where at times violent conflicts break out between nomads when water resources and pasture become scarce. This unit could support the negotiations to develop agreements on access rules to pastoral and rangeland resources in the pastures adjacent to the Cheikhetti watershed.

Under the baseline scenario without the proposed project intervention, no land management plan will be developed for the Cheikhetti watershed; hence no SLM activities will be implemented. The land degradation will continue to occur due to lack of adequately trained communities and staff, lack of alternatives for communities and a strong coordination capacity for the regional institution and the national institutions dedicated to the SLM. More importantly, these capacities are not capitalized within a fully capacitated institutional structure in charge of the SLM. As a result, there is no effective

fight against destructive land degradation or change of unsustainable land use patterns. Land and water resources remain vulnerable to the multiple pressures on them within the Cheikhetti watershed.

III. RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

To ensure that appropriate safeguards measures are in place, an Environmental & Social Impact Assessment (ESIA) will be undertaken and an Environmental & Social Management Plan (ESMP) prepared within the first six months of project implementation, to further refine risk identification and mitigation strategies, as well as to establish a system for monitoring these risks. Based on the findings, the required management plans (incl. an Indigenous Peoples Plan) will be developed and implemented as appropriate. The project will ensure that the right to FPIC is adhered to throughout its implementation and will not initiate high risk activities until ESIA, ESMP and IPP have been finalised¹⁸.

Component 1: Multi-level governance and capacity enhancement for watershed management and land use

Outcome 1: Improved governance structures and capacities for integrated land and water resource management

Component 1 will improve the governance structures and capacities for the management of land and water uses in the Cheikhetti watershed, increase uptake of land uses aligned with water availability and ecosystem functions and provide the basis for scaling-up integrated SLM at the national level and in the face of climate change. It will improve the capacities for spatial planning and management of land and water use over 75,000 hectares. This together with impact of Components 2 and 3 will restore soil productive capacity and vegetation and improved functionality and cover of agropastoral and rangeland ecosystems.

Output 1.1: The Cheikhetti Watershed Integrated Management Board is established and operationalised

Under this output, the “Cheikhetti Watershed Integrated Management Board” (CWIMB) will be established and operationalized as an integrated governance platform at the regional level that serves as joint decision mechanism for sustainable land use and conflict resolution in the watershed. An integrated resource and land use management plan will be designed with active involvement of local stakeholders.

A multi-level regional governance structure is required to enhance participation, ownership, and long-term involvement of the local communities in the responsible management of the infrastructures developed with the project support. The project will thus support the establishment and capacity building of a watershed-level multi-stakeholder management committee – the “Cheikhetti Watershed Integrated Management Board” (CWIMB) - to act as a coordination, monitoring and decision making body for the oversight of the Cheikhetti Watershed Management Plan (CWMP) (see output 2.1) and for ensuring equitable access to land and water. This committee will include Directorate for Environment and Sustainable Development (DESD), CRD, and prefecture level representatives, local community representatives and other relevant stakeholders (at least 30% women). The CWIMB will establish linkages with the CEWERUs and WMCs (see output 1.2) to enable resolution in case of grievances or disputes between pastoralists in the project area. An assessment will be conducted to determine capacity gaps within DESD, CRD and other members included in the CWIMB, and develop and implement a strategy for its effective operationalisation.

Output 1.2: Water and rangeland management committees are established and operationalized

The survey carried out during the PPG shows that only one water management committee (WMC) is functional in the Cheikhetti watershed. It is located in Aibatou and gathers women working in the agropastoral farm in the village. Members of the WMC are organized to manage crop rotation. However, the WMC lacks capacity in terms of management capacity, accountability and technical aspects. Recent project evaluations (PROMES-GDT, PRODERMO) highlight the key role of these local committees as they ensure the ownership, management and maintenance of infrastructure by the local population.

Under this output, new water and pastoral rangeland management committees (WMC and RMC) will be created and operationalized. These committees will include: herders, notable, religious authority (imam) and a representative of the regional council. A local expert will support the creation of these committees and will provide them capacities training. The creation of the committees will be participative (decision made by local populations themselves during

¹⁸ See Annexes E and F for more details.

consultations). The expert will ensure that women represent at least 30% of the members of the committees. In order to prevent and manage conflicts that can occur in these types of committees, the WMC and RMC will be trained by the Ministry for Muslim Affairs, Culture and Wakfs Goods (MMACW, Wakfs is an inalienable charitable endowment under Islamic law). Indeed Imams have the capacity and legitimacy to intervene in case of conflict. They have the expertise and the mandate to ensure mediation within local governance structure when conflicts occur.

The WMC and the RMC will be represented within the CWIMB created under output 1.1, enabling the local committees to participate in the design and monitoring of the watershed management plan (CWMP) that will integrate landscape planning i.e. structures to optimize replenishment of the aquifer, agropastoral areas for developing gardens and farms, and rangelands.

With specific regard to water management, it will be necessary to specify, in compliance with the relevant regulatory frameworks, the rights and duties of actors operating in the rural water sector and to respect the recommendations of the National Strategy for the Participatory Management of Drinking Water Points in Rural Areas (September 2017). For example, it recommends transforming management committees by renaming them "Water User Associations (WUAs)" or setting up a WUA for communities that do not yet have a governance organization. Specific capacity building activities will be prepared and implemented at early stage of the project so that the water and rangeland management committees can fully operate.

Water management committees will be established and operationalized.

Four new water management committees will be created in Bondara, Cheikhetti, Galamo and Kontali. These new committees will be responsible for managing, regulating and monitoring access to specific water points (wells and pumps), including collecting user fees to support maintenance costs, following rules established through transparent and participatory processes. At least 30% of women will be represented in the management committees.

Rangelands management committees will be established and operationalized.

Two main pastoralist migration routes exist in Djibouti a South axis towards the Ethiopian plateaux, and a Dakka axis going to the Dakka plateaux (largely inhabited by the Afar community) in search of livestock grazing pastures. However, no community-level organization exists in order to manage / pasture uses. The project will support the establishment and operationalisation of a rangeland management committee for each axis of transhumance. They will be responsible for negotiating rangeland management agreements, reinstating rotational pasture use and water and soil conservation measures across rangeland in the Cheikhetti watershed.

WMC and RMC will be capacitated

Capacities of committees will be strengthened to be able to negotiate, formulate and enforce community rangeland/pasture management agreements, that reinstate rotational pasture use, deferred grazing and water and soil conservation measures, based on assessment of pasture condition. Among potential indicative key capacity building ideas, we can mention: (i) **Participatory governance, sustainable resource management** and role of watershed management committees: raising-awareness workshops, visits of existing committees in the watershed for exchange of good practices; (ii) **Gender**: information and awareness-raising meetings on the importance of the gender aspect in every action, with the support of the gender expert.

Moreover, the project will enhance local community-driven capacity for conflict management. It will build on traditional conflict resolution mechanism with the involvement of imams and MMACW.

Output 1.3: Capacity development programme designed and implemented for adoption of sustainable land management and farming practices

Based on the work from the PPG phase, participatory plans will be drawn up to address capacities gaps community, regional and national levels. The management and capacity development plans will be implemented through financing and organizing key activities within the responsibility of the project. Regular follow-up on performance contracts and monitoring capacity improvements will be the responsibility of the PMU. In order to track improvements in capacity and successes, the UNDP CD Scorecard will be used. A specifically tailored technical support programme will be designed, working with national and international experts.

The program will enclose the whole agro-pastoral system by focusing on community-based land use a cross-sectoral local and national planning and decision-making processes which will ultimately influence policy change on SLM in

agropastoral areas. The PPG analysis highlights the need to bring innovative trainings on leadership to enhance capacities to make stakeholders working together. A tentative capacity development plan is included in Annex F.

Training for communities on adoption of farming practices.

Semi-sedentary herders, farmers and households need to develop skills and knowledge on various agricultural and agroforestry topics for the adoption of sustainable and climate-adapted agropastoralism and farming practices. The training will be provided through theoretical instruction, on-site field demonstration and trainings, supervised learning-by-doing and provision of customized advice through visits to the farmer once she/he is established in her/his own field. As the Dikhil Training Centre does not function anymore (at the time of the PPG process), the project will propose a methodology based on farmers leaders that train on-site other farmers. Experience from the FAO Farmer Field Schools (FFS) will be used; an approach developed and tested as an extension-training and non-formal education tool for agricultural related topics (Sones et.al., 2003). Hence, the capacity building program will strongly rely on demonstration of innovative climate-adapted techniques and, to this purpose, will work in collaboration with existing private farms established near Dikhil (Mr Djama Guedi's and collaborators' farms) that have proven successful in the implementation of a variety of SLM techniques. It will also include intensive training of staff of MHUE and MAWFHMR and their provincial delegations. Key agropastoralism topics identified during the PPG are presented in the tentative development plan in Annex F. A practical guidebook for agropastoral farms will be developed (see output 2.2).

Training for regional staff to guarantee cross-sectoral planning.

The Regional Council, the prefecture, decentralized staff, local committees, civil society and the CWIMB will be key stakeholders involved in the design and implementation of the CWMP. As integrated watershed management is new in the Republic of Djibouti, capacities development is key for the success of the project. For the CWIMB, to effectively perform their duties according to their mandate they need specific training including on spatial planning, land use change, water monitoring, stakeholders animation, etc.

Strengthening of national capacities for efficient multi-sectoral coordination

A trainer, with experience of change management in the public and private sectors, will be recruited to provide the leadership-training program to high-level executives of the two Ministries. As the expertise does not exist yet, internal expertise will be required. For instance, the Ethical Leadership¹⁹ methodology has created impressive results in institutions and companies. Main issues raised during the project preparation consultations and hence to be addressed in the capacity building program are: (i) decision-making capabilities in a complex and challenging environment; (ii) Delegation / management and strategic monitoring capabilities; (iii) Ability to negotiate and assert (with other ministries, donors funds, etc.); (iv) Intersectoral and inter-ministerial coordination capacities; (v) Human capacities, of well-being, of personal development; (vi) Global organizational analysis capabilities (organizational audit type), (vii) Capabilities to build a success strategy, and a shared vision.

The leadership-training program will be provided for members of the national Project Board (PB) to ensure adequate guidance, oversight and integration of project activities. The PB will provide strategic advice to the Project Management Unit (PMU) for the implementation of project activities to ensure broader integration of the project activities within the national development goal of poverty reduction and sustainable development objectives (see section 7).

Training modules will be organized, combining theoretical and very practical activities: (i) Leadership management: how to ensure a smooth common understanding among a wide range of stakeholders; (ii) Role of sustainable watershed management plan: how to federate every stakeholders, (iii) Gender: information and awareness-raising meetings on the importance of the gender aspect in every action, (iv) Monitoring and evaluation: why and how implement a M&E plan.

Component 2: Land rehabilitation and aquifer replenishment in the Cheikhetti watershed

Outcome 2: Spatial planning and integrated management resulting in land rehabilitation and aquifer replenishment

Component 2 will enhance the environmental sustainability of land and water use over 75,000 hectares through improved water and land management structures. At least 650 ha of strongly degraded lands will be restored. A minimum of 25 water infrastructures will be rehabilitated or built in order to support the land restoration process and to increase water availability in the watershed. This will enable surface and shallow aquifer water to be mobilized for the sustainable development of agro-pastoral farms and the maintenance of ecosystem function to support livelihoods.

¹⁹ <https://leadership-ethique.com/>

Output 2.1: A water monitoring system provides information for adaptive management of the Cheikhetti watershed

This output will be implemented in partnership with the appropriate local institutions (ex. CERD, University of Djibouti, consulting firms, etc.). The local institution will remain the lead agency post-project and maintain the data system developed through the project on behalf of the DEDD.

First, a study will be conducted to assess water needs in the watershed, under coordination of DEDD and in partnership with the appropriate local institutions (ex. CERD, University of Djibouti, consulting firms, etc.). It will aim to assess current and anticipate future water needs within Cheikhetti watershed. This study should take into account the water needs of the rural population of the watershed as well as all existing and future agricultural and socio-economic development projects. A special attention will be given to take into account agriculture development to anticipate increase in water consumption. It will include an assessment of the capacity for sustainable irrigation, including the probable impacts of climate change. The objective is to prevent risks of salinization due to over irrigation. Indeed, previous studies have shown that water volumes devoted to agriculture can exceed 80% of total consumption in rural areas (Jalludin 1996). The risk assessment will be carried out by an expert. This study will support the CWMP elaboration.

Then, another study will be carried out to determine the water balance (quantity and quality) by installing water measurement points. Three hydro-climatological stations (water level recorder, recording rain gauges, radar systems for the monitoring of wadis' floods, piezometer) will be installed in the basin for the monitoring of rainfall, runoff and piers. This characterization study will determine groundwater recharge and runoff volumes. One station will be installed upstream to know the quantity and quality of incoming water in the watershed. Another station will be installed downstream to know the outgoing water. And the third station will be installed in Cheikhetti village.

Finally, a geophysical study using electro-magnetic methods (MT and TDEM) and electrical methods (panels) will be conducted to locate sites for new boreholes. The choice of study sites will result from inventory, available hydrogeological knowledge and geological study. This study will include recommendation of appropriate technologies (i.e. drip irrigation kits) to avoid stagnation of surface water that causes salinization. This study will support the CWMP design.

These data are essential for sizing volumes of groundwater and surface water that can be mobilized. Hydrological studies will be conducted to provide updated data to the CWIMB at least twice a year, and inform decisions on the agricultural areas to be cultivated within the watershed. Data produced will support the CWMP design and the M&E system of the CWMP and the project. These data will be also shared with other national and international institution (CERD, IGAD, etc.)

Output 2.2: The Cheikhetti Watershed Management Plan is developed and includes agropastoral farm plans

CWIMB will coordinate the participatory design and implementation of the Cheikhetti Watershed Management Plan (CWMP). The watershed multi-stakeholder management committee will be responsible for coordinating, monitoring and decision making on integrated management and develop a plan according to water availability and based on preliminary surveys' recommendations to optimize replenishment of the aquifer, and optimal siting for dug wells, boreholes, gardens, agropastoral farms and rangelands in relation to target population settlements. This 5-year plan should be consistent with Dikhil Regional Development Plan (PDR) and complete it with concrete actions for a sustainable land and water management that is inclusive and resilient. A consulting firm will be recruited to support the CWIMB in the process of elaboration of the CWMP. CERD will provide technical inputs to design the Management Plan. The integrated plan will be discussed and validated through consultations with all concerned stakeholders and included in Dikhil Regional Development Plan to allow coordinating and harmonizing surface water mobilization and SLM interventions at the regional scale.

The CWMP will include individual and community agropastoral farm plans. The location of the potential agropastoral farms will be identified and the technical and financial requirements: soil analysis, type of crops (including vegetable and fodder), governance structure, and financial mechanism to recover costs of water, etc. A practical guidebook for agropastoral farms will be developed and disseminated to communities and farmers will be trained (see output 1.3). An engagement plan will be also developed.

The CWMP will include institutional arrangements (role of responsibilities of the CWIMB) and a M&E mechanism. The project will finance workshops for annual review of the CWMP, including field visits. A capacity development plan will be implemented under output 1.3 so that stakeholders' coordination capacities of the CWIMB will be strengthened.

Output 2.3: Water management structures are rehabilitated/built

Inventories carried out during the PPG phase show that Cheikhetti watershed has 16 water points, of which 4 are degraded and non-functional (Table 7). The PPG phase pre-assessed which water points could be rehabilitated, or new water points could be installed. Studies under output 2.1 will confirm/infirm these hypotheses in order to increase water availability and allow soil restoration practices.

Table 4: Inventory of water points

Locality	Existing water points		Needs for water points
	Functional water points	Degraded water points	
Bondara			1 drilling (under construction by MHUE)
Said Gaban	1 drilling		
Cheikhetti 1 (South)	1 well	1 well	2 wells
Cheikhetti 2	2 wells		1 well
Abou Youssouf	2 wells-drillings		
Kontali	1 well-drilling	1 well-drilling	1 well
Masguidlou	1 well		1 well
Abaitou	2 wells-drillings	1 well-drilling	1 drilling
Galamo	1 well-drilling	1 well-drilling	1 well
Cheikh Sabir	1 drilling		1 well
Total	12 water points (2 drillings, 6 well-drillings, and 4 wells)	4 degraded water points (3 well-drillings and 1 well)	9 expected new water points (2 drillings and 7 wells)

Water structure development will be planned and carried out in consultation with the concerned pastoral communities (following the CWMP). The approach used will be the IL work: the communities will carry out all labour-intensive work. They will be rewarded for the infrastructure rehabilitation/construction by food. The MAWFHMR has extensive experience of "food for asset" programme and will partner with MHUE will for the implementation of IL approach.

An assessment of existing and required water points was done in preparation of the project (see table 4). Under output 2.1, hydrological studies will inform on most sustainable sites for establishment of wells. The water points identified are (to be confirmed with the studies under output 2.1): rehabilitation of one shallow well in Cheikhetti and three wells-drillings in Kontali, Abaitou and Galamo; construction of two drillings: one in Abaitou and one in Bondara (which will be co-financed by MHUE). It will also finance seven wells: two in Cheikhetti 1 and one in Cheikhetti 2, Kontali, Masguidlou, Galamo and Cheikh Sabir.

Moreover, the project will support mobilization of surface water infrastructures. Community members will carry out excavations, stones and sand collection. The maintenance and management of all hydraulic works will be under the responsibility of a water committee.

Three types of infrastructure will be installed:

- **Construction of five replenishment mini-dams (Water spreading thresholds):** Built on the wadi bed, these small dams will contribute to recharge aquifers and consequently supply wells downstream. This technique of rainwater mobilization has already demonstrated evidences in several watersheds in the country where the availability and quality of water wells have been greatly improved. In total, five (5) mini-dams can be built on the following sites: Bondara, Cheikhetti 2, Abu Yusuf, Kontali and Sheikh Sabir. The mini-dams will contribute to secure productive potential of existing gardens, by increasing the mobilization of surface water. Mini-dams are built in gabions or concrete with strong participation of the population ("asset for work") along the wadis. Part of the water is derived, thus promoting the regeneration of pastures. The superficial alluvial aquifers are replenished, thus allowing the mobilization of water with simple shallow wells (two to three meters). Forestry and market gardening can be initiated in the vicinity of the thresholds.

- **Construction of five excavation dams:** excavation dams will be built to support the pasture restoration (output 2.3), hence they will be located as follow: two in Said Gaban (southern axis of rangelands) and three in Abu Yusuf, Galamo and Kontali (Dakka axis of rangelands).
- **Construction of three Impluvium tanks:** The project will support community tanks with a standard size of 100 m³, which appears to be a good compromise between technical feasibility and management capacity of the concerned communities. Fence will be installed in order to prevent accidents (animals and children). The water storage capacity will be hence enhanced. The localisation of the impluvium tanks will be: one in Said Gaban (south) and two in Abu Yusuf, Galamo and Kontali (Dakka rangelands)

Component 3: Climate-resilient agropastoralism and livelihood activities

Outcome 3: Climate-resilient agropastoralism and livelihood activities developed reducing pressure on limited water and land resources

Component 3 will deliver support local community members in the rural areas of the Cheikhetti watershed to adopt climate-resilient agropastoralism and livelihood activities that improve basic living needs whilst reducing the pressure on limited water and land resources.

Output 3.1: A rural microfinance platform is established

The project will establish a finance platform to optimise the flow of resources to land and water uses established in individual farm plans according to the CWWP. This platform will work through a partnership between MHUE, CPEC, and the University of Djibouti (Faculty of Law, Economics and management). This platform will function as a task force to produce concrete financial products and deliver adapted credits to rural population. The University of Djibouti will conduct research program and develop financial products specific to rural areas. This program should prepare a deployment strategy to ensure the accessibility of such financial services. This system would align the use of financial resources to ecosystem conditions and facilitate access to microcredit by men and women in rural communities for implementing land uses that generate income from sustainable uses of land and water such as the development of agropastoral farms and income generating activities. This platform would allow linking available and emerging resources to individual farm plans, namely i) existing microcredit; ii) donor resources and (iii) government programs and budget. Project support will include capacity development to access to microcredit.

In Djibouti, microfinance products have a fixed repayment rate with no possibility of making a profit on the interest rate (in compliance with Islamic law – sharia). Islamic microfinance remains in its infancy in the country: it was introduced in 2011 by the ADDS as a Pilot Unit for Islamic Microfinance, but it was only in urban area. To date, no experiments in Islamic microfinance in rural areas have been carried out and vulnerable population stays excluded from the financing circuit, making them unable to participate in the development process. Nevertheless, surveys carried out in Jordan, Algeria, and Syria, shows a strong demand for Islamic microfinance products. For example, surveys revealed that 20–40 percent of respondents cite religious reasons for not accessing conventional microloans (CGAP - Global survey on Islamic microfinance). Successful stories of Islamic micro finance have been reported such as the Hodeidah Microfinance Programme in Yemen where many people, especially the poor, were reluctant to take credit, in part due to religious beliefs. This experience of Islamic microfinance has successfully tackled poverty considering that the population studied showed a clear preference for the methodologies of Islamic banking in terms of receiving credit.

Nevertheless, Djibouti continues in its commitment to develop financial products adapted to its population, as evidenced by the recent report “new microfinance products and climate change” (Garad, 2018) commissioned by the MHUE. Main recommendations of this report are: (i) develop savings products (in the form of paid or unpaid deposits and flexible term savings products), (ii) set up credit lines dedicated to agricultural and livestock activities (with preferential interest rates for members of cooperatives and linked to a technical assistance program), (iii) create repayment terms for loans to rural populations that will be adapted to the marketing periods of agricultural and livestock products, (iv) introduce leasing into the CPEC for the financing of equipment to cooperatives or individual farmers, (v) introduce *warrantage* systems, (vi) develop multi-crops and multi-activities financing products, including in the long-term.

To ensure the accessibility and use of these new services, the regional institutions that are CPEC will have to be trained appropriately. An international expert will support the CPEC to develop appropriate financial products for herders, semi-sedentary herders and farmers.

The training program will include strengthening local communities members' capacity to improve and diversify livelihoods and raising awareness of beneficiaries of savings, microcredit and microenterprise management.

Activities for capacity enhancement could include:

- Raise awareness in rural communities and particularly among women/girls about the provision of micro-credit;
- Support beneficiaries (especially women/girls or women's associations or cooperatives) to set up their project for the granting of credit;
- Introduce training modules (by CPEC or UNFD) to develop professional capacities and skills in management and financing planning, market research...for young people and especially women/girls
- Develop and implement information, education and communication programmes to address misconceptions about debt and credit, especially for women;
- Training modules will be provided by CPEC or UNFD at least once a year for each locality.

Output 3.2: Sustainable land use methods implemented in key areas to support watershed management plan

To adopt climate-resilient agropastoralism and livelihood activities in the Cheikhetti watershed, the following activities could be implemented with individuals or groups of people. In both case, beneficiaries must be chosen without any discrimination criteria, including race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. Women will be strongly encouraged to participate and the following activities will benefit to both Somali and Afar communities in a balanced way.

For collective organisation, the following criteria must be respected:

- The group should be organised (e.g. cooperative status) and a transparent governance framework must be established. Beneficiaries must be free to join it without any discrimination.
- The group must be trained and participate in the proposed strengthening capacities activities
- The group must participate as co-financing by an in-kind contribution (labour input) partly carried out by beneficiaries (the project will finance the equipment and capacity building activities).

Under this output, the project will implement 4 types of activities:

i. Restoration and landscaping of existing gardens: In most agricultural gardens, basic infrastructure (wells, basins, traditional irrigation systems or seguias, means of dewatering, composting) are seriously degraded or partially missing. The rehabilitation of these gardens is still necessary in order to allow farmers to have adequate means of agricultural production. Approximately seven (7) agricultural areas for a total of 29ha and distributed in zones B and C of the watershed will be concerned.

ii. Increasing agricultural production: To increase agricultural production, the establishment of capacity enhancement programmes and agricultural inputs supply are key.

- **Training:** Training on sustainable farming practices will be provided for all farmers recently converted to agropastoralism (i.e. more than 200 families). Trainers recruited by the project will lead this training on site. An initial training will focus on soil preparation, seed nursery, seedling transplantation and crop management (irrigation, fertilizer, plant protection). Model farms will be visited to learn about appropriate modern farming techniques and cash crops. Djama Geudi's farm, a model farm closed to Dikhil runs by an individual, is identified to host a training cycle to acquire new knowledge for example in composting techniques.
- **Establishment of input shops:** The establishment of agricultural inputs (seeds, equipment, etc.) supply could also contribute to strengthening the agricultural production of trained agro-pastoralists. The inputs have to be environmentally sustainable, and will be accessible both in terms of prices and distance. To meet this challenge, the creation of small agricultural input shops can be supported with microcredit financing. Cooperatives and groups of women will be further identified to run these shops. This will contribute to job opportunities for youth and women.

iii. Creation of new agricultural parcels: To strengthen food security and to fight against poverty in the recently settled rural communities of Bondara, Kontali, Abaitou and Cheik Sabir, the project will establish family oasis gardens (FOG). FOG are the best adapted production systems both from the agronomic and socio-economic point of view regarding local environmental conditions. This production system is based on an optimal association between date palm, farming and

small-scale livestock production. Nutritional quality and soil fertility will be improved. Site selection for FOG establishment will be based on the availability of water resources, soil characteristics and the motivation of the community to engage in this activity. In total, six new agricultural parcels will be created, with a total area of 17ha.

Output 3.3: Livelihood program developed and implemented

Under this output, the project will first finance a feasibility study to identify realistic options of **alternative livelihoods** that 1) meet local community members' interests, especially those of women and youth, 2) are likely to have an effective impact to reduce non-sustainable land and resource use and energy options, and 3) meet the criteria of feasibility studies. In accordance with the conclusions of the feasibility study, livelihood and income-generating activities will be developed with local communities, in an equitable distribution between the Afar and Somali ethnic groups. The following income generating activities were identified as potentially viable for piloting and upscaling:

- **Crafts** E.g. Development of the doum palm value chain (palm crafts): conduct market study, identify one or more groups of women (depending on the size of the available market) to support them in planting palm trees to guarantee the supply of raw materials, improving quantity and access to market; Sewing and embroidery: conduct a market study, identify one or more groups of women (depending on the size of the available market) and support them in improving design and quality and access to market.
- **Poultry farming** Poultry farming is a recent activity in the Dikhil region. Women are very interested by this activity. Introduction of chicken should be accompanied with capacity building and sanitary knowledge. Hence a micro-project will be financed to support 75 women in the development of poultry farms.
- **Improved cookstoves** Almost all households in the area depend on wood for domestic energy. Mud stoves will be promoted through training of women. Women will then train others women to disseminate the technics. A micro-project will be financed to disseminate at least 600 banco cookstoves in the communities.
- **Strengthening the livestock sector (meat and milk)** The livestock sector is very important in the Dikhil region, and could represent a great opportunity to generate additional income by ensuring better price for herders, especially when selling in Djibouti city. Supermarkets in the capital would be interested in selling Dikhil's products if sufficient quantities are guaranteed. The project could rely on local entrepreneurs, for example taking advantage of Djamaal's vegetables baskets, to create a network of small producers building on existing logistics. To strengthen the livestock value chain and thus improving the income of the herders, some improvements are needed: (i) Improvement in quality and traceability; (ii) Access to marketing support; (iii) Structuring Producer Organizations at a regional scale: 1 for milk and by-products, 1 for meat; (iv) Feasibility study for products of controlled geographical origin, such as: Dikhil label cheese.
- **Waste management** Waste is a growing problem in the area, especially plastic waste. For example, Dikhil's veterinarian regularly reports dead goats due to the ingestion of plastic bags. Butcher's federation of Dikhil reports that one goat every three have plastic bags into stomach. The project will organize at least ten days of environmental awareness and action will be organized on all pastoral routes. School children, the military, local associations and breeders will be involved. The objective is to eliminate all the plastics that pollute the pastoral routes and that kill livestock. This will be organised by the regional council, in line with the recent strategy lead by the MHUE. The project will also implement the zero waste approach. It is a whole system approach that aims to eliminate rather than 'manage' waste. As well as encouraging waste diversion from landfill and incineration, it is a guiding design philosophy for eliminating waste at source and at all points down the supply chain. It shifts from the current one-way linear resource use and disposal culture to a 'closed-loop' circular system modelled on Nature's successful strategies.
- **Ecotourism** According to the Djibouti National Tourist Office (ONT), tourism employs about 1,500 people, 50% of whom are direct employees. Indirect employment is mainly in the trade and craft sector as well as in fisheries, with very few jobs in agriculture. According to surveys of associations, tourism provides work for more than 600 craftsmen, mainly women, and Djibouti has a very rich heritage, but the tourist offer is relatively low. Although the tourism sector is severely under-developed yet, the Dikhil Regional Development Plan 2015-2019 specifically includes an optimization of the sector's performance by integrating the eco-tourism dimension. Relying on the archaeological site and the dynamism of some agricultural entrepreneurs like Ali Guelleh, Dikhil region could attract some local and even international tourists in search of an authentic cultural experience. Tourism could stimulate inclusive regional development, enhancing the creation of cooperatives for agrotourism and handicraft. The creation of a Dikhil Tourism Office in could be studied.

Output 3.4: At least 650 ha of lands (pastures and riverbanks) are restored by improving vegetation cover

A total of 100 ha of rangelands will be restored through the establishment of "no go" areas. This technique involves protecting a grazing area for a specified period of time by means of a simple fence. Animal pressure having been suppressed, vegetation can recover gradually. Three main sites were pre-identified based on stakeholder consultations during project preparation²⁰: one in the Southern axis of rangelands (in the vicinity of Said Gaban), and two in the Dakka axis of rangelands (in the vicinity of Abu Yusuf and Galamo). In the southern axis, communities will carry out assisted natural regeneration (ANR) activities. The rangelands committee will organize work with the local population in the Dakka axis.

The following techniques will be used:

- Restoration of lands using half-moons seeded with grasses and legumes in the corridors of transhumance towards the Daka highland will be implemented.
- Assisted Natural Regeneration (ANR) campaigns will be carried out with local communities.

The project will create new pasture areas around 30 hectares, using forage plants provided by nurseries created for this purpose. In addition to their fodder interest, the development of woody plants helps fixing soil and enriching its physicochemical characteristics thanks to root absorption. Therefore, this promotes the growth of the herbaceous layer. The new grazing areas will be located around the excavation dams, as water is needed to for pasture. About 10 ha will be established around each excavation dams. The RMC will ensure that the livestock will not degrade the area around the excavation dams. Nurseries will be managed either by individuals or by group of women. Plants and trees will be sold, hence ensuring the sustainability of the nurseries.

At least 150,000 trees will be planted (equivalent to 500 ha)

Five tree nurseries will be established to provide seedlings for individual and community plots to meet household food, fodder and fuel wood needs, as windbreaks, and to diversify their sources of income through new value chains (according to the feasibility study carried out under outcome 3). These nurseries should also support reforestation/ANR activities. In nursery establishment and planting schemes, IAS safeguards will be applied. The nurseries will be located in Abaitou (women cooperative), in Cheikhetti, in Konteli, abou Youssouf, Bandara. The project will propose to women groups to diversify their farming activities with nurseries implementation and management (they expressed high interest during the PPG phase).

Trees will be also planted along the riverbank in order to protect crops (in existing and future garden – see output 3.2) against devastating floods. One of the most practical and least expensive solutions would be the re-vegetation of the banks. Thus planting local trees (*acacia*, *moringa*, *doum palm*, *date palm*, *leuceana*) has multiple interests: consolidation of banks, slowing of turbulent flows, reducing risk of flood, windbreak and forage. This protective belt will be installed in all gardens and agropastoral farms of the Cheikhetti watershed.

Component 4: Gender mainstreamed and Monitoring and Knowledge Management for replication

Outcome 4: Gender mainstreamed and Monitoring and Knowledge Management supports integrated watershed SLM replication

Component 4 will provide the following outputs: (i) knowledge platform (lessons learnt from SLM initiatives are documented and disseminated) and project M&E plan are set up, (ii) Gender mainstreaming strategy is implemented, (iii) Replication strategy and action plan is developed.

Output 4.1: Knowledge platform and monitoring system set up

The project will set up a national SLM knowledge platform to bring together the results (successes and failures) of past and on-going SLM interventions, to provide decision-makers and project managers with enhanced technical guidance. A Knowledge Management Officer will be recruited into the project management unit. Results from the present project will be disseminated within and beyond the project intervention zones through existing information sharing networks and forums. The knowledge management platform will be linked with the World Overview of Conservation Approaches

²⁰ During the first six months of project implementation, extensive stakeholder engagement will take place to enable FPIC, ensure that all relevant actors in the area endorse the site selection and fully understand and support the idea of establishing "no-go" areas.

and Technologies (WOCAT). WOCAT manages a global database on SLM approaches and technologies, which is recommended by the UNCCD. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and any other network that could be beneficial to the project implementation in terms of teachings. The project will first to bring together the results of the multitude of SLM and water resource studies and interventions in Djibouti, most notably from the last decade (see baseline scenario) and it will also identify, analyse, and share lessons of the present project that could facilitate the design and implementation of similar interventions. Guidance and tools developed during the project implementation will be shared once technically validated. Knowledge Management Officer will ensure that this information is made available to the various stakeholder groups in order to support better dissemination and adoption of optimal approaches for agropastoral development.

The project will facilitate a lesson learning process as part of the everyday work of the project team to feed into the adaptive management process. The lessons will be systemized and shared with interested stakeholders on a continuous basis, including ongoing national and international SLM projects. See details in the M&E Plan section. Good practices will be identified and documented through (i) the production of thematic practical sheets (participatory management, SLM, sustainable water management, inclusion/gender, agropastoral parcels, good livestock practices, etc.), (ii) the implementation of an online platform: guidelines for the development of a management document and "toolbox", (iii) the development of a training program to individual capacity building in SLM for professional staff of national, district and municipal administrations as well as NGOs and community leaders. The project will identify experienced "entrepreneurs/farmers" (ex Djama Guedi, Ali Guelleh and the Abaitou Women's Association) at the local level to carry out interventions in a mentoring role and provide practical advice. An exchange between the Abaitou women's association and women from the other 8 localities will be organized to learn from their success story in terms of ownership/access to land and resources management.

As recommended in the lessons learned from the Farmer Field School on Land and Water management, it is important to include agriculture, land and water management in primary education curriculum. That can be done through junior farmer field schools and also thanks to punctual activities like participating in RNA campaigns, "zero waste day", trees plantation, etc. Revaluation of agriculture image for young people would generate favourable conditions to reduce rural exodus and ensure the long-term sustainability of the SLM actions.

Under output 4.1, the project intends to facilitate systematic tracking of the implementation of project components via participatory M&E processes. The project will facilitate involvement of NGOs, government organizations and local communities in the M&E process via the project web-site, annual reporting, focus groups, round tables, meetings, and participation in the project board meetings. Resources are specifically set aside to monitor progress and exercise adaptive management to allow for learning and relevant updating of the strategies. CERD and University of Djibouti will be subcontracted to develop monitoring and data management system. CERD (LAMGER laboratory) and University of Djibouti (geomatics and environmental monitoring laboratory) will use remote sensing to monitor and assess vegetation cover in the Cheikhetti watershed.

The Normalized Difference Vegetation Index (NDVI) is one of the mostly used indexes worldwide to identify and measure the vegetation dynamic. It quantifies the amount of green vegetation. CERD will study its trend to give an indication on the vegetation changes in an area. It is expected increase of NDVI at the end of the project (which reflects an increase in the vegetation cover, in term of density and area, in land area under effective management in agropastoral farms, gardens and rangelands). Yengoh, et al (2015) recommend the use of MODIS NDVI data²¹. CERD will produce a yearly analysis (and produce at least 3 reports: at inception / midterm / final phase of the project) of NDVI at the Cheikhetti watershed. NDVI is a proxy for Net Primary Production (NPP). It has been largely used in arid countries, as for example a recent study concerning Middle East and North Africa²².

The Rain Use Efficiency (RUE) is defined as NPP divided by rainfall, and is used as an indicator for land degradation removing the precipitation influence. This indicator will be analysed by CERD and University of Djibouti taking into account its limitation. Indeed, opposite results were found in recent publications concerning the Sahel region (Dardel and al, 2014). Further research needs to be carried out in the context of Djibouti. Hence, CERD and the University of Djibouti will provide calculation of RUE and link it with the run-off measured by the water monitoring system (output 2.1): critical analysis and recommendation will be delivered by the scientific institutions.

²¹ Yengoh, et al (2015). "Use of the Normalized Difference Vegetation Index (NDVI) to Assess Land Degradation at Multiple Scales, Current Status, Future Trends, and Practical Considerations". The data are accessible free of charge at www.vito-eodata.be

²² Ghaleb Faour, Mario Mhawej et Abbas Fayad, « Detecting Changes in Vegetation Trends in the Middle East and North Africa (MENA) Region Using SPOT Vegetation », *Cybergeo: European Journal of Geography*.

Relevant capacity support measures for especially CERD and DEDD staff through international collaborations (expert visits, seminars, trainings, e-learning opportunities) will be organized. A clear information sharing plan, based on the needs of information users and decision-makers will be developed and implemented, including through the involvement of a communication specialist.

Output 4.2: Gender mainstreaming strategy implemented in the Dikhil region

An assessment of gender inequalities that affect natural resource management in the targeted landscape, and opportunities for mainstreaming gender issues and empowering women as part of the project is presented in Annex I. The project will develop and implement a more detailed gender mainstreaming action plan in the first six months of the project implementation to further guide the PMU on the involvement and integration of women in delivery of project outputs, and ensure women's active participation in project management, monitoring and evaluation. Key guidelines for the strategy are listed below, and will include:

- Advocacy with the different project stakeholders (by religious leaders, parliamentarians, decision-makers and civil and political society) on human rights issues and women's rights in particular.
- Enhance the place and roles of women in society through audio-visual media, in particular TV/radio programmes, spots and cultural activities in national languages (Somali and Afar).
- Workshops should be organized to strengthen women's capacities in oral communication, "self-confidence" or "empowerment" and financial management (in local languages).
- Organize awareness-raising campaigns among the local population to combat prejudices concerning women's rights (based on legal and Islamic law).

Output 4.3: Replication Strategy and Action Plan developed at a national scale

The project will support the identification and adoption of effective coordination processes/mechanisms relating to planning and implementing sustainable land and water management between MHUE and MAWFHMR and among their provincial delegations. The project will support the development of a Replication Strategy and Action Plan to scale-up and mainstream integrated management approaches in the Cheikhetti watershed at national level based on national consultation workshops on the future of water resources as well as of livestock, rangelands and agro-pastoralism in Djibouti, supported by international expert input. The replication strategy will be design according to the Land Degradation Neutrality framework²³. The Strategy and Action Plan will also integrate considerations to inter-watershed relationships, both in nearby watersheds in the Dikhil region and in other regions of Djibouti. To this end, a first step could be the identification of four (4) "pilot watersheds " (1 per region), which will support the replication strategy at the regional scale.

PARTNERSHIPS

To increase effectiveness and efficiency the proposed GEF-6 funded project will actively collaborate with a number of recent or on-going projects and programs to leverage funding, avoid thematic intersections and double-funding, share lessons learned and increase overall positive impact on natural resources in the Cheikhetti watershed. An overview of proposed partnerships is presented in Table 5.

Table 5: Recent or on-going relevant initiatives and coordination with GEF-6 project

Initiative and Objective	Coordination with project
<p>Closing the Gaps in Great Green Wall: Linking sectors and stakeholders for increased synergy and scaling-up 2018-2021</p> <p>Regional project implemented in 11 countries to support greater implementation of SLM policies in the Great Green Wall (GGW) Sahel countries.</p> <p>GEF Project Grant: \$1,726,400</p> <p>Co-financing Total: \$12,035,943</p> <p>Supported by: UNEP and IUCN</p>	<p>The GEF-6 project intervention site coincides with one of the five units of the GGW outlined in Djibouti, close coordination will be sought for all components, namely as regards scaling up SLM good practices. Expected outcomes of the GGW people-centred approach to land management are i) a common set of indicators for GGW countries to inform planning and policy-making, ii) establishment of national mechanisms to engage civil society in GGW and SLM; iii) promoting appropriate investment partnerships to scale up SLM good practices, incl. training workshops, guidelines for improved private sector engagement, recognition of the role of local land managers and improvement of local planning processes.</p>

²³<http://knowledge.unccd.int/knowledge-products-and-pillars/scientific-conceptual-framework-land-degradation-neutrality-overview>

Initiative and Objective	Coordination with project
<p>Surface Water Mobilization and Sustainable Land Management Program (PROGRESS) 2016 - 2021 \$17 million Funding: IFAD Implementing partner: MAWFHMR</p>	<p>Contribute to the government's efforts to address the challenges of structural water scarcity in rural areas and strengthen the capacity to manage water and agro-pastoral resources through a participatory approach to community development.</p> <p>The GEF-6 project will integrate lessons learned and best practices from these projects which implementation was initiated in a first phase in areas that coincide with the GEF-6 project target site. WSC interventions in the pastures extending westward from the Cheikhetti Wadi will be planned in close collaboration with both teams. The GEF-6 project will support the water management committees established through the previous and new phases of these projects.</p>
<p>PRODERMO-FA2: Second Additional Financing for the Rural Community Development and Water Mobilization Project 2016- 2019 Khor Angar in the Obock region; Cheikhetti-Hanlé in the Dikhil region; Coastal area between Sagallou and Indaï in the Tadjourah region. Funding: World Bank \$7.2 million Implementing partner: MAWFHMR</p>	
<p>Supporting rural community adaptation to climate change in mountainous regions of Djibouti 2014-2018 Funding: GEF LDCF Co-funding: EU Supported by: UNDP, IGAD</p>	<p>The GEF-6 project will build on this project's achievements related to improved water management to reduce flooding and erosion, irrigation and reforestation, establishment of regional pastoral centres to build capacities of pastoralists on soil conservation, seed production, veterinary medicine and animal hygiene; tree seedling nurseries; and establishment of Catchment and Water Point Management Committees.</p>
<p>Development of Agro-Pastoral Farming System in Rural Communities of Djibouti as an Adaptation Strategy to Climate Change, 2013-2018 Funding: GEF Co-funding: UNDP Implementing partner: MHUE</p>	<p>The GEF-6 project will build on achievements related to sustainable access to water resources in the face of climate change, diversified and climate-resilient agro-pastoral production system, and securing access to finance for climate resilient agro-pastoral enterprise development, through best practices, lessons learned and training materials.</p>
<p>Appui aux coopératives agropastorales djiboutiennes, 2015-2018 Funding: UE Implementing partners: Association Paix et Lait and NGO Action contre la Faim.</p>	<p>Although intervention sites do not coincide, the GEF-6 project will make contact with this project during its last year of implementation to share best practices and lessons related to fodder cultivation including trees that serve several purposes, drip irrigation systems, and training material on livestock management, veterinary care, breeding methods, solar irrigation systems, and fertilisation techniques.</p>
<p>Support to rural community resilience 2018-2022 \$27 million Funding: UE (EDF) Implementing partners: MAWFHMR, FAO, UNICEF</p>	<p>Under the upcoming FAO Programming Framework under the 11th EDF, the project will work jointly with the FAO country team and relevant stakeholders to identify collaboration and synergies on priority areas of resilience and disaster risk management to cope with drought and climate change, on improving productivity of an agropastoral farm, on integrated water management for agriculture and livestock activities, on fodder production from Prosopis, and on climate-adapted crops.</p>
<p>World Food Program (WFP) / Cash/Food Assistance for Assets Program in Djibouti. Several projects on-going.</p>	<p>Under the Cash/Food Assistance for Assets Program in Djibouti and in line with WFP's Strategic Plan, the project, the WFP and relevant stakeholders will collaborate to identify eligible activities on the basis of the GEF-6 project's planned activities/ results and priority beneficiaries in the selected intervention sites and plan WFP's contributions towards goals of the project.</p>
<p>Implementation of Adaptation Technologies in the Fragile Ecosystems of the Central Plains of Djibouti. Strengthen the resilience of communities most vulnerable to the effects of climate change by implementing adaptation measures to protect and increase the resilience of local communities and ecosystems. 2014 – 2018 Regions of Hanlé and Tadjourah. Funding: GEF; Co-funding: UNDP; \$73,600,000 Implementing partners: MHUE</p>	<p>The project will integrate lessons learned and best practices from this other project, especially in the following aspects: protection against water-related climate change hazards, ecosystem rehabilitation, recovery and resilience, sustainable and resilient livelihood.</p>
<p>Drought Resilience and Sustainable Livelihood Development Assistance Program. Mobilization of water resources to combat drought and desertification and support nomadic pastoralists, oasis agriculture and artisanal fisheries. Weïma and Ali Sabieh regions respectively in the north and south. 2017-2020.</p>	<p>The GEF6 project will integrate lessons learned and best practices from the key activities including: developing water storage and other related infrastructures; protection of water reservoirs and conservation of water catchment areas; development of market infrastructure and communication and information systems in pastoral rural areas; optimizing potential value chains and strengthen regional trade and; enhancing community participation in the management of water, pasture and livestock marketing; access to</p>

Initiative and Objective	Coordination with project
\$12,4 million Funding: AfDB. Implementing partners: IGAD, MAWFHMR	secured finance for climate resilient agro-pastoral enterprise development to facilitate access to micro-credit for rural communities.

RISKS AND ASSUMPTIONS

The project strategy, described in detail within this project document, makes the following key assumptions:

- National political commitment and support for the development of a coordinated approach for SLM, and the introduction of an integrated watershed management will remain very high.
- Local communities will change their behaviour when provided with appropriate alternatives and move away from inefficient and destructive practices of resource use.
- An integrated watershed approach can be successfully implemented in the targeted area, and will result in global benefits in terms of land restoration.

As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP CO will record progress in the UNDP ATLAS risk log. Risks will be reported as High when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to High risks will also be reported to the GEF in the annual PIR.

The Risk Log (Annex J), which includes the risks resulting from the Social and Environmental Screening Procedure SESP (Annex E), comprises 2 High social and environmental risks and 3 High risks to project implementation, for a total of 5 High risks, which is considerable.

The PPG stage SESP (Annex E) identified a total of 11 social and environmental risks risks of which 6 were rated Low risk, 3 Moderate risk, and 2 High risk. Therefore, the overall SESP risk categorization for the project is “High”.

Mitigation measures for the social and environmental risks are outlined in the SESP (Annex E) and the Environmental and Social Management Framework (ESMF, Annex F).

The ESMF outlines the safeguard risk assessment and management measures the project implementing partner and project management unit (under UNDP oversight) must undertake at project launch to ensure the environmental and social risks and potential impacts are fully assessed and management measures are fully defined and emplaced.

The project is required to conduct an ESIA and SESA to complete an ESMP that will also entail an IPP, and a process for FPIC must be emplaced; given High Risk rating, the ESIA/SESA/ESMP must consider all the risks identified in the SESP. This should all be completed within the first 3-6 months after project launch. All these assessments must be completed and the management plans and measures in place before the relevant project activities can be initiated. The latter affects especially on-the-ground activities in the target areas, while hiring and procurement as well as desktop work at central level may be initiated.

STAKEHOLDER ENGAGEMENT PLAN

A comprehensive stakeholder assessment was conducted aimed at ensuring adequate representation during the preparation and implementation of the project, including the identification and consultation of a diverse group of (potential) project partners, direct and indirect beneficiaries. Extensive consultations with stakeholders including both Afar and Somali people were conducted (see Annex H for more details).

A detailed stakeholder engagement strategy was prepared to guide project delivery in ensuring appropriate levels of collaboration and communication (also taking into account social and environmental safeguard issues), including the following key aspects:

1. Involvement during the design of the project through consultation and information dissemination.
2. An elaborated strategic approach to stakeholder participation during project implementation:
 - Project inception phase with additional consultations and an Inception Workshop to enable stakeholder engagement and awareness of detailed project components at the onset of implementation.
 - Constitution of a Project Board/Steering Committee with representation of key stakeholder groups to

facilitate representation of broad stakeholder interests in project oversight.

- Active stakeholder consultation and participation throughout project implementation, including through formal structures (e.g. committees) and as beneficiaries of targeted capacity enhancement activities.
- Targeted communication strategies to facilitate ongoing awareness of project activities, sharing of knowledge, lessons learned and good practices.

3. Participation of stakeholders in Monitoring and Evaluation processes.

Monitoring the stakeholder landscape and ensuring active participation will be an ongoing priority for the Project Management Unit and the Project Board. Table 6 provides a summary overview of stakeholders; a full description is provided in Annex G.

Table 6: Stakeholders and role in project implementation

Stakeholder	Roles in project implementation
Institutions of the Djibouti Government / Public sector	
Directorate of Environment and Sustainable Development (DEDD) / Ministry of Housing, Urban Planning and Environment (MHUE)	<ul style="list-style-type: none"> • DEDD is the implementing entity of the project. Its role is to function as the national entity designated by UNDP to assume responsibility for delivering on the project objective and outcomes, and the entity accountable to UNDP for the use of funds. • DEDD is accountable for the project results. It will designate a National Project Director among its members and chair the Steering Committee, and will allocate appropriate work premises for the project management team, including water and electricity. • Contribution to project monitoring and evaluation, responsible for technical and financial reporting to UNDP • Be the overall coordinator and convener of the multi-stakeholder committee
Ministry of Agriculture, Water, Fisheries, Husbandry and Marine Resources (MAWFHMR)	<ul style="list-style-type: none"> • Together with the Ministry of Housing, Urban Planning and Environment, the ministry supports the implementation of the programs to fight against desertification, and is responsible for water supply in the rural areas, installation and maintenance of water pump systems in villages, as well as the construction of wells. • MAWFHMR will therefore play a critical role in the design and implementation of SLM interventions and extension outreach and be a key target for capacity training, like also the DEDD.
Agriculture and Forests Directorate / MAWFHMR	<ul style="list-style-type: none"> • The department's missions are to promote agriculture to improve food self-sufficiency of the country, improving food security and mitigating the effects of drought on the nomadic population. It leads the implementation of the National Action Plan to Fight Desertification (NAP), in collaboration with the Ministry of Environment.
Water Directorate / MAWFHMR	<ul style="list-style-type: none"> • The Water Directorate is primarily responsible for water resources management. Tasks include the definition and implementation of the National Water Policy, assessment of water resources, monitoring and control of the exploitation of water resources, the instruction of the statements, requests of authorizations and concessions on withdrawals and discharges in cooperation with the Commissioners of the Republic, development of water resources including the drilling of boreholes, and administration of the National Water Fund. • The Water Directorate is responsible for (i) creating new water points; (ii) maintenance of pumping stations; and (iii) support to participatory management of rural water points as well as urban neighbourhoods not serviced by the network. • Regional Commissioners are responsible for guarding and fuel supply of pumping stations in the rural areas of their respective districts. • Will be involved in the project for planning and conducting water studies and management interventions.
Public Works Directorate / MAWFHMR	<ul style="list-style-type: none"> • Directorate of Public Works is responsible for planning and conducting all works related to surface water mobilization, including the establishment of ponds and recharge dams • Will be involved in planning water management interventions in the project site.
Agriculture and Livestock Directorate / MAWFHMR	<ul style="list-style-type: none"> • The Department of Agriculture, Animal Husbandry and Veterinary Services deals with matters relating to the organization and development of crop production, animal production and health, and veterinary and food controls. It also has a key supporting role in the fight against desertification, • The five sub-directorates have administrative branches in the regions to conduct activities and monitoring for the MAWFHMR in cooperation with the governors of the regions.
Ministry of National Education and Vocational Training / General Directorate of Technical Education and Vocational Training	<ul style="list-style-type: none"> • In 2012, recognizing that Djiboutians have limited knowledge on modern agricultural techniques, and expecting to raise employment in the primary sector, the Ministry of National Education and Vocational Training opened a training center for agriculture, breeding and fishing activities in Damerjog under the General Directorate of Technical Education and Vocational Training, with associated centres in Dikhil and Obock, focusing respectively on horticulture and fishing. • Possibility of collaboration with the project for short-term training within the Dikhil vocational high school, which has an agricultural area not yet used.

Stakeholder	Roles in project implementation
Ministry of Energy in charge of Natural Resources	<ul style="list-style-type: none"> The Ministry of Energy in charge of Natural Resources is responsible for the formulation and implementation of sectorial policies in the fields of energy and natural resources, the promotion and development of the exploitation of natural resources in mining, oil and renewable energy. A rural electrification strategy is being validated and some actions can be developed as part of the project: <ul style="list-style-type: none"> Solar oven or improved cook stove: a pilot project can be financed from the Ministry budget, as well as trainings for women; Solar panel maintenance training for young people.
Ministry of Muslim Affairs, Culture and Waqf ²⁴ Property	<ul style="list-style-type: none"> The Ministry determines and implements the Government's policy in the fields of the organization of the religious space, culture and the development of the heritage of the Wakfs Properties. It defines the main orientations and constants of national identity with a view to harmonizing religious action according to the country's socio-cultural specificities. It also encourages local cultural initiatives and develops cultural policies in the regions. Through its moral and religious authority, the Ministry can play an important role as a mediator: <ul style="list-style-type: none"> Religious awareness for conflict resolution in the project area Raising awareness on the rights of Ethiopian migrants Cultural exchanges between the 2 communities in Dikhil and with the Ethiopian neighbour
Regional authorities and representatives	
Prefecture councils	<ul style="list-style-type: none"> The prefecture is the first interlocutor at the regional level and has a direct link with people; Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities/ strategies for interventions, to participate in identification and planning of interventions at the local level, including the selection of intervention sites at the local and community levels. It will also benefit with the regional agricultural and environmental delegations benefit from training on SLM.
Regional development councils	<ul style="list-style-type: none"> Regional councils are elected and therefore the legitimate representatives of the interests of local communities - recently established as part of the decentralization process; The Regional Council of the Dikhil region has established 5 Commissions corresponding to the areas of competence of the Region, including the Environment, Territorial Planning, the Domains, Urban Development and Housing; Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities / strategies for interventions, to participate in identification and planning of interventions at the local level, including the selection of intervention sites at the local and community levels
Villages / communities concerned by the project	
Users of natural resources within local communities, herders	<ul style="list-style-type: none"> The project will work in a region where both Afar and Somali ethnic groups are represented. Project beneficiaries will be recently sedentarized or semi-sedentary herders living within the Cheikhetti watershed, transhumant over small distances to nearby pastures, whose livestock is their only resource. Active participation in the identification and development of sustainable IGAs to the benefit of local communities;
Local community leaders / including religious leaders, and representatives of elders, women and youth	<ul style="list-style-type: none"> Members (representatives) of the teams during field missions; Participation in defining local communities' role in water and land resources monitoring programs, in discussing local communities' involvement in pasture and rangeland restoration and water and soil conservation (WSC) works Participation in the assessment of the baseline for the GEF Core indicators and of the impact of the project interventions
Community-based organizations, such as the Water management committees	<ul style="list-style-type: none"> Water management committees were created through various projects. Their role of is the maintenance of boreholes equipped with solar energy and water management. Participation in defining CBOs' role in surveillance programs related to rangeland management and in the management of water points; Contribution to community mobilization for the identification of IGAs and level of participation to restoration works.
Academia	
Djibouti University/ Faculty of Sciences / Ministry of Higher Education and Research	<p>The University of Djibouti is responsible for offering training programmes, including in courses related to energy. It has recently established an engineering department, and is expected to expand its limited training and research capabilities.</p> <ul style="list-style-type: none"> Contribution to the identification of priorities for the development of programs / training modules in biodiversity conservation, adaptive management of PAs, rangeland and forest management, and for their integration into the university curriculum; Participation in the assessment of the baseline for the GEF Core Indicators, of the rangelands and pasture condition, and of the impact of the project interventions.

²⁴ An endowment made by a Muslim to a religious, educational, or charitable cause.

Stakeholder	Roles in project implementation
National Scientific Research Institution: Centre for Studies and Scientific Research of Djibouti (CERD) / Ministry of Higher Education and Research	<ul style="list-style-type: none"> • CERD is a public scientific institution that includes 6 institutes, namely Earth Sciences and Life Sciences. The Institute of Life Sciences addresses issues including soil sciences and plant production and protection. The Institute of Earth Sciences addresses the issues of geology, hydrogeology, geochemistry and renewable energy. • The CERD is the national scientific partner in the field of hydrology and hydrogeology. It leads the geophysical and hydrogeological studies as part of projects financed by donors including to understand groundwater recharge processes. It also has a hydro-chemistry laboratory performing the physico-chemical analysis of water. • Participation in the design and conduct of long term monitoring programs of water and soil resources, land, pasture and rangeland condition and related environmental parameters. • Participation in the assessment of the baseline for the GEF Core Indicators and in the planning of project interventions.
Civil Society / Private Sector / Other	
IGAD Conflict Early Warning and Response Mechanism (CEWARN) and their national offshoot Conflict Early Warning and Response Units (CEWERU)	<ul style="list-style-type: none"> • CEWERUs are national networks of governmental and non-governmental stakeholders set up through the IGAD CEWARN programme, to contribute to the peaceful settlement of cross-border pastoralist disputes in the sub-region. A CEWERU and an attached Local Peace Committee were established in 2012 in Dikhil, a region in which at times violent conflicts break out between nomads when water resources and pasture become scarce. • The CEWERU and the Peace Committee in Dikhil are expected to play an important role in negotiations regarding access rules to pastoral and rangeland resources in the pastures adjacent to the Cheikhetti Wadi.
Further NGOs, CBOs, etc.	<ul style="list-style-type: none"> ▪ The following further NGOs and CBOs have already been identified to play a role in project development and implementation: Djibouti Nature; Paix et Lait; Caravane du Développement de Gobaad; Union Nationale des Femmes de Djibouti with their regional antenna. Some of them are detailed in the following lines; Local water management committees established through prior projects especially PRODERMO and PROMES. • NGOs and CBOs will be engaged in the project design during the coming development stage, and help define intervention priorities and project baseline and impact targets (including through the completion of the GEF Core Indicators). They will also contribute to the development and implementation of an awareness and communication strategy.
Union Nationale des Femmes de Djibouti (UNFD)	<ul style="list-style-type: none"> • The UNFD is a non-profit, non-governmental organization created in 1977 to rehabilitate Djibouti women as citizens and full participants in the country's socio-economic and political development. • Action to be planned: awareness-raising and training for women in the project area on these different themes: protection of women's rights, literacy, family planning, community management committee, fight against gender-based violence. • Ongoing project: PNSF-Programme National de Sécurité Familiale (National Family Security Programme) with cash transfer by granting "extremely poor" families DJI 30,000 per quarter. The list of localities in Dikhil where this programme is being carried out will be communicated to the PMU to see that they are beneficiaries of the project's intervention zone.
APL - Association Paix et Lait (Milk and Peace Association)	<ul style="list-style-type: none"> • The purpose of the association is to contribute to the development and promotion of education, the culture of peace and socio-cultural tolerance between peoples, and to protect and promote the health of mothers and children. • Project-linked achievements: school construction, well construction, water supply system, agro-pastoral farms setting-up, reforestation and capacity building in the relevant themes. They also have experience in milk marketing and labelling, which can be useful to strengthen this value chain in Cheikhetti.
Caravane du Développement de Gobaad	<ul style="list-style-type: none"> • Association created in June 2012 whose head office is located in Es Eyla. This non-profit and non-political association aims to improve the quality of life of the population of the Gobaad region by acting on the levers of development such as education and access to water. • Experiences in the field of agriculture, micro gardens, collective gardens, boreholes, poultry, water supply, health awareness, CPEC-micro-finance, school construction.
Private farmers (e.g. Djama Guedi and Ali Guelleh)	<ul style="list-style-type: none"> • This will engage inter alia the Dikhil Agro-Pastoral Cooperative, the Network of Agricultural Cooperatives in Dikhil, and local level cooperatives with members in the project intervention area such as the Agricultural Cooperatives of Mouloud and Hanlé, Kontali Women's Association. • Collaboration of cooperatives in the region and successful private farmers in particular, will be sought to contribute to development of field school and training programs and to participate in training activities
Agricultural and agro-pastoral cooperatives and networks	<ul style="list-style-type: none"> • Cooperatives distribute agricultural inputs supported by the government or donors, buy and distribute agricultural inputs, dig and rehabilitate shallow wells. • Will be informed of the project objectives and invited to participate in baseline surveys and workshops to identify strategies to restore land productive capacity

Stakeholder	Roles in project implementation
Media (print and radio media)	<ul style="list-style-type: none"> Invited to contribute to the dissemination of main events related to project preparation Contribution to develop a communication and awareness strategy for the project

GENDER EQUALITY AND EMPOWERING WOMEN

On the productive level, women in the Cheikhetti watershed area are engaged in all sectors of agricultural and non-agricultural activity. In addition to domestic tasks, women take responsibility for manual, agricultural, handicraft, water and wood collecting work. Women are generally not involved in decision-making and do not decide on budget management (see Annex I for more details).

The project will endeavour to mainstream gender concerns into its activities, including through the following actions:

- In close cooperation with relevant institutions such as the Ministry of Women and Family Affairs and the National Union of Djiboutian Women (UNFD), the project will support Advocacy and awareness raising through active engagement with project stakeholders, including religious leaders, parliamentarians, decision-makers and civil and political society on human rights and women's rights in particular, highlighting also the key role that women (can) play in facilitating sustainable local development pathways, the importance of gender equality in the division of labour, access and control of resources, leadership and decision-making, and roles.
- Strengthen women's capacities (local associations, committees, etc.) in soft-skills such as assertiveness, ability to federate and to communicate in front of groups including males, and also in financial literacy, skills on agricultural production and processing, etc.
- Favourable conditions (i.e. legal and cultural) must be created for women to have access and control over productive resources (i.e. land), including access to grants/ microcredit for income generating activities and micro-projects.
- Finally, women should be invited and encouraged to participate more in all project activities, awareness sessions and training sessions on SLM of the GEF 6 project, including in the sharing of experiences that can lighten their work and improve the empowerment. Not only as a member but above all as leaders of their communities in general.

Responding to the key findings from the consultations, the project will address gender-related concerns in several ways. The project will promote gender mainstreaming and capacity building within its project staff to improve socio-economic understanding of gender issues, and will appoint a designated focal point expert for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. To this aim gender issues will receive dedicated attention under Component 4. These requirements will be monitored by the UNDP Gender Focal Point during project implementation. Responding to the recommendations from the Gender Analysis, Table 7 specifies Gender Mainstreaming Actions proposed for the implementation of this project.

Table 7: Proposed gender mainstreaming actions for project implementation

Design section	Responsible	Gender Mainstreaming Actions
Component 1: Governance and capacity building for integrated watershed management and land use		
Outputs 1.1 to 1.4	DEDD	<ul style="list-style-type: none"> Implement gender focused recruitment for PMU Ensure gender representation of at least 30% in the the high-level multi-stakeholder committee (Inter-ministerial commissions, regional committees) The capacity assessment specifically includes training opportunities for female staff Include gender training and tools for work with local communities Apply gender screening and mainstreaming in all training and awareness raising materials
Component 2: Land rehabilitation and aquifer replenishment management in the Cheikhetti watershed		
Output 2.1. to 2.4	DEDD	<ul style="list-style-type: none"> Apply gender guidelines to engagement and recruitment of community beneficiaries e.g. "food for work" approach Include gender training and tools for work with local communities Recruit qualified women as project experts as appropriate

Design section	Responsible	Gender Mainstreaming Actions
		<ul style="list-style-type: none"> Introduce the use of improved or solar ovens for women to reduce wood use and, at the same time, women's wood cutting workload
Component 3: Climate-resilient agropastoralism and livelihood activities		
Outputs 3.1 to 3.3	DEDD	<ul style="list-style-type: none"> Design project small-grants/ micro-loans with gender as a design and selection criterion Financing projects related to the agropastoral, artisanal and local eco-tourism managed by women associations or similar Introduce training modules on new agro-pastoral techniques specific to women and girls Support women beneficiaries of agro-pastoral projects in the process of land legalization or in negotiations with men so that they can legally own land Support value chains where women are mostly involved Recruit qualified women as project experts as appropriate
Component 4: Gender mainstreamed and Monitoring and Knowledge Management for replication		
Outputs 4.1 to 4.3	PMU	<ul style="list-style-type: none"> Track gender disaggregated data for M&E Include gender issues in KM compilation and reporting
Project Management		
	PMU	<ul style="list-style-type: none"> Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring At inception: gender screening of design TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation

SOUTH-SOUTH AND TRIANGULAR COOPERATION

The project draws on global principles of SLM and the lessons learnt from the project will be disseminated regionally. The project will also promote transboundary cooperation for SLM and integrated watershed management with Ethiopia, especially since the upstream area of the Cheikhetti watershed is situated in Ethiopia. Discussions have been held with IGAD (International Authority on Development) during the PPG phase: IGAD will support the project for (i) sharing best practices on SLM (component 4) and for (ii) bringing support in the migrants issues in Dikhil region. IGAD will be represented in the Project Board.

To present opportunities for replication in other countries, the project will furthermore codify good practices and facilitate dissemination through global on-going South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy and PANORAMA. In addition, the project will explore opportunities for meaningful participation in Match-Making events, as well as specific global events, where UNDP could support engagement through side events and other meetings in the global development discourse on biodiversity conservation and sustainable landscape management.

SUSTAINABILITY AND SCALING-UP

To ensure the long-term sustainability of project interventions, it is important to consider four categories of sustainability, namely: i) institutional sustainability, ii) financial and economic; and iii) social sustainability, and iv) environmental sustainability. The proposed project's approach to each of these categories is described below.

The project will invest considerable resources in **institutional sustainability** via improvement of capacities of Dikhil regional government, MHUE, and through the establishment of the Cheikhetti watershed integrated management board. All project planning processes and activities will be aligned with existing government institutional and planning frameworks. Support for the review of existing legislative and regulatory frameworks will contribute to much-needed integration of sustainability considerations into these frameworks and guide appropriate measures for integrated watershed management practices in Djibouti. Training and capacity development will further enhance the capacity of institutions to plan, implement and monitor interventions and promote a better balancing of socio-economic and environmental benefits of development programmes.

Successful implementation of the project will spark an interest among other donors and, therefore, enhance **financial sustainability** of project outcomes. By building capacity of stakeholders, the project will ensure continued implementation of project outcomes, and serve as a successful prototype for replication at national level (component 4). As also indicated in the baseline discussion, significant investments are already being made by government institutions

and communities in addressing land and ecosystem degradation, and these are expected to continue beyond the life of the project. For long-term sustainability to be feasible outside of donor-funded projects, these interventions must yield sufficient financial benefits. These can be either direct benefits – such as increased income from jobs and livelihood activities – or indirect benefits – such as reduced damage or loss of property from natural disasters. The project will, therefore, promote sustainable income-generating activities, including inter alia: i) the production of crops, vegetables within the agropastoral farms; ii) the establishment of tree nurseries; iii) the development of poultry, and iv) the dissemination of improved cookstoves, etc. Further alternative income-generating activities will be identified in component 3, and technical support provided for the implementation thereof. For farmers, agricultural and livestock production will be increased through the introduction of climate-smart agriculture technologies, increasing income generation through these livelihood activities. Finally, capacity building programmes initiated through the proposed project will build the capacity of communities and government institutions to make informed investment decisions for watershed management and land use planning. This will ensure both social and economic sustainability of interventions. The sustainability of a project is largely dependent on the willingness of stakeholders to adopt and continue to implement interventions beyond the project lifespan. **Social sustainability** will, therefore, be achieved by building the capacity of communities to undertake their own watershed-level land use management plan. The current baseline on land restoration in Djibouti is important, as shown in the baseline section. The government has been investing in soil and water conservation interventions for decades, albeit with shortcomings in the approaches used and the effectiveness of these to reverse land and ecosystem degradation. By providing the appropriate technical support to communities and incorporating knowledge, information and best practices on integrated natural resource management, the project will equip communities with the skills they need to incorporate sustainability into land use planning and soil and water conservation interventions at farm and watershed levels.

Community-based interventions have proven to constitute an effective vehicle for building resilience, as well as addressing social drivers of vulnerability and other factors related to social exclusion. The organisational capacity of the local communities to implement sustainable land management practices will also be developed through training programmes provided to community members and government staff. Social sustainability of project outcomes will be in compliance with the Social and Environmental Screening Procedure conducted during the project preparation (see Annex F for the SESP summary). Overall, the project is expected to improve local community livelihoods and wellbeing through development of income generating activities. The SESP did not identify issues that would result in negative social impacts. The project will promote gender mainstreaming and capacity building within local communities to improve socio-economic understanding of gender issues. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. Guidance and tools developed during the project implementation will be shared once technically validated. Project coordinator or staff in charge of communication will ensure that this information is made available to the various stakeholder groups in order to support better dissemination and adoption of optimal approaches for agropastoral development. Another key element is the capacities building of agropastoral and pasture / rangeland management actors including government, rural communities and private actors – field schools being a proven and internationally recommended element in efforts for disseminating and up-scaling good practices – which will be further assisted through the involvement of the existing successful agropastoral farm (e.g. Djama Guedi).

The overall objective of the project is to restore land and ecosystem in the Cheikhetti watershed. Thus, the project will contribute directly to the achievement of obligations of the country under a number of international conventions, including those supported through the GEF mechanisms and **environmental sustainability** in Djibouti.

Innovation and potential for scaling up

The project will bring together proven and new elements in its on-the-ground interventions and add value through specific national-level elements. Innovation on the ground includes integrated planning of land and water management at the scale of a watershed, and the assessments of the Cheikhetti watershed flows to design plans for flood control, replenishment of the aquifer and water extraction for agricultural and rural community use. The use of geophysical data and piezoelectric monitoring in the actual management of water resources (as opposed to just borehole placement) is a significant innovation in Djibouti.

The lessons learned from the project via the knowledge platform will be made available nationally for replication through the dissemination of project results, recommendations and experiences including demonstration of best SLM practices. This will be achieved through developing and supporting a specific communication plan, which will include making project

information available in a timely manner through e.g. the project quarterly bulletins, policy briefs, publications, and website; through UNDP, and GEF Programme Frameworks, as well as through participation in international fora. The project will engage local media and government communication channels to raise awareness and disseminate key outcomes of the project to help facilitate wider uptake. The project will take steps towards scaling up the on-site enforcement activities piloted through the project across the whole national watersheds system. To achieve the greatest-possible up-scaling of best practices emerging from this project and predecessor projects, a Replication Strategy and Action plan will be developed and implemented. The Strategy and Action Plan will also integrate considerations to inter-watershed relationships, both in nearby watersheds in the Dikhil region and in other regions of Djibouti. The project will moreover support a system of cross-learning with representatives from other watersheds / communities in the region, through on-site visits once project successes become visible.

IV. PROJECT MANAGEMENT

COST EFFICIENCY AND EFFECTIVENESS

The business-as-usual scenario in which minimal considerations are given to sustainable land management, is leading to land degradation and loss of natural fertility. Ecosystem services will also continue to diminish and management will continue to focus on the elimination of consequences after a threat materializes. The cost-effectiveness of this approach is extremely low.

Cost effectiveness of the project will be achieved through using best practice in project design and building on previous investments. Firstly, the project is designed using lessons learned from such projects that have demonstrated most effective ways to develop best approaches for land restoration and community development. Much learning has emerged from the previous UNDP/GEF projects, as well as the PROGRES-GDT and PROMES project is offering some important project learning.

The PPG phase identified activities as tangible and cost-effective because they prioritize the needs of local communities in the project design, optimize the spending of project funds to meet these needs and ensure that the project is well understood by the beneficiaries to promote the project's success and the efficient use of funds. Inputs of stakeholders gathered during stakeholder analysis have been incorporated. Stakeholders have been involved in project design and formulation. This ensure their participation in implementation and evaluation in order to empower them to act and build ownership of project results.

During the selection of site intervention, specific criteria have been proposed including a cost-effectiveness criteria. The project will focus its intervention on localities selected because land is degraded or under serious threat of degradation. This will maximise the impacts and allow the beneficiary locations to act as models for wise land use throughout Cheikhetti watershed and other watershed in Djibouti. The project will implement on-the-ground interventions in cohesive and contained localities, rather than in geographically dispersed areas, and this will reduce operational costs significantly.

Additionally, cost-effectiveness is achieved through strong collaboration with on-going projects and donors via leveraging parallel investments and co-financing for all project components (see Partnerships Section).

During implementation, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximize the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Board to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.

When hiring third party consultants, the project will follow a standard recruitment and advertising process to have at least three competitors for each consultant position. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for optimal price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness.

Expenses will be accounted for according UNDP rules and in line with the GEF policy. The project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNDP and GEF. Co-location of the PMU with the MHUE/DEDD and with the Dikhil regional council will also deliver significant cost-effectiveness in terms of reducing the need to hire technical staff within the PMU.

PROJECT MANAGEMENT

The project will be implemented under the National Implementation Modality (NIM) over a period of five years (60 months), from the date of PRODOC signature.

Project Management at the national level

The project activities will be coordinated and implemented by the Directorate for Environment and Sustainable Development (DESD) in the Ministry of Housing, Urban planning and Environment (MHUE), through the Project Management Unit (PMU). This Unit will operate within the Ministry and will be directed by the project manager recruited through a competitive tender, assisted by a part-time Technical Adviser (TA), and supported by MHUPE's administrative and logistical staff. Terms of reference for the PMU staff are included in Annex D.

The role of the PMU will be to: (i) ensure the overall project management and monitoring according to UNDP rules on managing UNDP/GEF projects; (ii) facilitate communication and networking among key stakeholders in the region of intervention; (iii) organize the Project Steering Committees (PSC); and (iv) provide support to local stakeholders to realize the project's objective. The project manager will be supported by the project team including (i) Knowledge Management Officer (KMO) responsible for M&E, KM and Communication, (ii) administration and finance manager, (iii) a driver, as well as (iv) a TA, and by the Project Steering Committee (PSC). An international communication expert will be engaged to support developing project communication strategy at the beginning of the project, as well as to produce high quality, targeted outputs for national (e.g. brochures, radio broadcasts) and international audiences including donors (blogs, photo, blogs, social media etc.) at strategic times of project implementation (e.g. by end of each year).

The Project Steering Committee (PSC) will meet at least twice a year and its members include representatives of all major stakeholders. The PSC's role is to review and provide guidance on plans and budget allocation during project implementation. It is chaired by the representative of the MHUE. The PSC meets on a quarterly basis and is chaired according to the agenda. Meetings will take place alternatively in Dikhil and in Djibouti city.

Project Management at the Site Level

Project management unit will be in Dikhil, preferably in the Regional Council office. The presence of the main stakeholders, such as Government and decentralized state services will ensure a close collaboration.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information

To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Use of the GEF and UNDP logos will follow appropriate policies and branding guidelines²⁵. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy²⁶ and the GEF policy on public involvement²⁷.

²⁵ These can be obtained through the UNDP Country Office or the Regional Technical Adviser.

²⁶ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

²⁷ See https://www.thegef.org/gef/policies_guidelines

V. PROJECT RESULTS FRAMEWORK

<p>This project will contribute to the following Sustainable Development Goal (s): Goal 1 – Ending poverty; Goal 2 – Food security; Goal 5 – Gender equality; Goal 8 – Decent work and economic growth; Goals 12 – Sustainable Consumption and Production patterns; Goal 13 – Climate Action; Goal 15 – Life on land; Goal 16 – Peaceful and inclusive development.</p>					
<p>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: PS4/ Strengthening resilience and promoting equitable regional development – Outcome 8 Regional sustainable development: The living conditions of the poorest populations are improved for better management and protection of natural resources and ecosystems strengthening resilience and promoting equitable regional development</p>					
<p>This project will be linked to the following output of the UNDP Strategic Plan 2018-2021: Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation</p>					
	<p>Objective and Outcome Indicators (no more than a total of 15 -16 indicators)</p>	<p>Baseline</p>	<p>Mid-term Target</p>	<p>End of Project Target</p>	<p>Data Collection Methods and Risks/Assumptions</p>
<p>Project Objective: To develop an integrated model for the restoration of agropastoral ecosystem services in the Cheikhetti watershed to reduce land and water degradation, improve self-sufficiency in basic living needs of vulnerable rural communities and create conditions to enable its replication</p>	<p><u>Indicator 1:</u> Extent to which sustainable land and water management plans are being implemented.</p> <p>Alleviation of land degradation – Surface in the Cheikhetti watershed managed according to SLM principles</p>	<p><i>No integrated watershed management plan.</i> <i>No demonstration of successful SLM practices in the Cheikhetti watershed</i></p>	<p><i>Integrated management plan validated by stakeholders and implemented</i></p>	<p><i>SLM principles applied all the Cheikhetti watershed (75,000 ha)</i></p>	<p>Data collection methods: <i>Measurements / observations during first 6 months of project implementation will be repeated at the mid-term and at project closure.</i> <i>Water balance at the baseline, mid-term and end of project, showing the quantity of water infiltration towards runoff and evapotranspiration.</i> <i>Socio-economic survey of selected communities.</i></p>
	<p><u>Indicator 2:</u> Improvement of ecosystem services 1) aquifer replenishment – quantity of water infiltrated 2) erosion control – quantity of suspended solids in the water at exit point of Cheikhetti watershed</p>	<p><i>5% of the water is either used or infiltrated (95% is lost through runoff and evapotranspiration)</i></p> <p><i>Baseline will be established by the CERD at the beginning of the project.</i></p>	<p><i>1) increase of water infiltrated by 2%</i> <i>2) reduction of suspended solids by 10%</i></p>	<p><i>1) increase of water infiltrated by 5%</i> <i>2) reduction of suspended solids by 20%</i></p>	<p>Risks: <i>Weak coordination between MHUE and MAWFHMR.</i> <i>The project timescale is too short for some of the project benefits to manifest themselves, resulting in lack of appreciation.</i> <i>Weak capacity or lack of communities means that integrated approaches with global environmental benefits are not achieved.</i> <i>MHUE capacities do not develop sufficiently to achieve ambitious watershed management.</i></p> <p>Assumptions:</p>

	Indicator 3: # direct project beneficiaries (female / male).	0	3,000 people in Cheikhetti watershed (1,386 female)	> 10,000 people in Cheikhetti watershed (4,620 female)	Continued commitment of project partners, including Government agencies and investors/developers. Awareness to the value and vulnerability of land and water will reach an effective critical level among government officials, land owners, communities and individuals, leading to an alleviation of land degradation, protection of ecosystem services and improvement in livelihoods.
Component/ Outcome 1 Multi-level governance framework established and capacity building program developed for integrated watershed management and land use	Indicator 4: Increased score on the UNDP's Capacity Development Scorecard for Land Use Planning and Management in Cheikhetti watershed.	29/84 (35%)	Scores, expresses in absolute terms, increase by at least 20%.	Scores, expresses in absolute terms, increase by at least 40%.	Data collection methods: UNDP-GEF Capacity Development Scorecard record repeated at mid-term and at project closure. The Cheikhetti watershed management plan. Reports of the project.
	Indicator 5: Number of functional water management committees	0	At least 5 established and trained.	At total of 5 established and trained.	Risks: Political will is lacking to achieve effective coordination and removal of barriers within the project timescales. Assumptions: Capacity of MHUE and MAWFHMR and working relations with other Ministries can be strengthened to achieve project outcomes, land restoration and integrated watershed management. Political willingness remains.
Outputs under Component 1:	Output 1.1: The Cheikhetti Watershed Integrated Management Board is established and operationalised Output 1.2: Water and rangeland management committees are established and operationalized Output 1.3: Capacity development programme designed and implemented for adoption of sustainable land management and farming practices				
Component/ Outcome 2 Land rehabilitation and aquifer replenishment management implemented in the Cheikhetti watershed.	Indicator 6: Existence of an integrated Watershed management plan.	No watershed management plan does exist.	The Cheikhetti watershed management plan is validated by the multi-stakeholder management committee.	The Cheikhetti watershed management plan is validated and implemented.	Data collection methods: Project's reports. Project site visits and evaluation for verification Monitoring scheme.
		0	At least 10	At least 25	

	<i>Indicator 7: Number of water management structures rehabilitated / built (impluvium / water tanks, sills and shallow wells)</i>				<p>Risks: Village level commitment to participate in water structure rehabilitations. Lack of commitment or capacity of regional stakeholders means that land allocation and planning processes (IWMP) cannot be achieved.</p> <p>Assumptions: Commitment of the various Government institutions, and communities.</p>
Outputs under Component 2:	<p>Output 2.1: A water monitoring system provides information for adaptive management of the Cheikhetti watershed Output 2.2: The Cheikhetti Watershed Management Plan is developed and includes agropastoral farm plans Output 2.3: Water management structures are rehabilitated/built</p>				
<p>Component/ Outcome 3 Climate-resilient agropastoralism and livelihood activities developed reducing pressure on limited water and land resources.</p>	<i>Indicator 8: Number of agropastoralists, herders and farmers trained in micro-finance and number of credits granted</i>	<i>No people trained in rural areas No credit granted in rural areas.</i>	<i>At least 200 people trained (60% female)</i>	<i>At least 500 people trained (60% female)</i>	<p>Data collection methods: Project's yearly reports. Project site visits and evaluation for verification Monitoring scheme. Socio-economic survey: income generated. Results and analysis from the application of the MSC technique by mid-term and final evaluators.</p>
	<i>Indicator 9: Number of agropastoral parcels established and producing fodder and incomes.</i>	<i>0</i>	<i>At least 7 agropastoral parcels on 29 ha.</i>	<i>At least 13 agropastoral parcels on 46 ha.</i>	<p>Risks: Village level commitment to change and adopt new methods and alternative IGA is not sufficient to achieve the widespread adoption of new SLM practices that will achieve land restoration.</p>
	<i>Indicator 10: Communities' perception of their livelihood stake in the good stewardship of resources in Cheikhetti watershed, measured through the periodic and independent application of the 'Most Significant Change' (MSC) technique.</i>	<i>Not Applicable The MSC technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the</i>	<i>Changes in livelihoods are perceived through the independent application of the MSC technique</i>	<i>Changes in livelihoods are perceived through the independent application of the MSC technique</i>	<p>Assumptions: Communities are supporting of agropastoral perimeters and new IGA as they realize and share benefits. Project will make available sufficient land and manpower to achieve SLM and planting targets. Communities in the Cheikhetti watershed are amenable and receptive to change.</p>

		<i>situation analysis for this project, particularly with respect to land-uses and livelihoods.</i>			<i>Ecosystems in the Cheikhetti watershed can regenerate fast from degradation and are resilient enough to withstand the most immediate climate change effects.</i>
	<i>Indicator 11: Number of agropastoralists, herders and farmers involved in the SLM practices (ANR, trees plantation, nogo zone, half moon)</i>	<i>0</i>	<i>At least 500 people involved in SLM practices.</i>	<i>At least 5,000 people involved in SLM practices.</i>	
Outputs under Component 3:	Output 3.1: A rural microfinance platform is established Output 3.2: Sustainable land use methods implemented in key areas to support watershed management plan Output 3.3: Livelihood program developed and implemented Output 3.4: At least 650 ha of lands (pastures and riverbanks) are restored by improving vegetation cover				
Component/ Outcome 4 Gender mainstreamed and Monitoring and Knowledge Management supports replication.	<i>Indicator 12: % of women among all participants of the project activities, including M&E</i>	<i>5%</i>	<i>> 20%</i>	<i>> 30%</i>	Data collection methods: <i>Project's reports. Project database.</i>
	<i>Indicator 13: Number of project lessons published and disseminated on SLM and on integrated watershed management</i>	<i>0</i>	<i>2</i>	<i>10</i>	Risks: Assumptions: Women are interested to participate in the project directly. Other stakeholders are interested in the lessons learned by this project.
Outputs under Component 4:	Output 4.1: Knowledge platform and monitoring system set up Output 4.2: Gender mainstreaming strategy implemented in the Dikhil region Output 4.3: Replication Strategy and Action Plan developed at a national scale				

VI. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. This will be supported especially through the implementation of GEF Component 4 (UNDP Outcome 4) *Gender mainstreaming, Knowledge Management & M&E*. The project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Core indicators) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Core Indicators for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

M&E Oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans inspired by the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.

Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined

in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Audit

The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.²⁸

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

- Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
- Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- Review the results framework and finalize the indicators, means of verification and monitoring plan;
- Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OGP in M&E;
- Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESA, ESIA, Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
- Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- Plan and schedule Project Board meetings and finalize the first year annual work plan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

²⁸ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

Lessons learned and knowledge generation: The project has a dedicated Component 4 on this aspect. Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The TE process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the TE process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Table 8. Mandatory GEF M&E Requirements and M&E Budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁹ (USD)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	\$4,000		Within two months of project document signature
Inception Report	Project Manager & TA	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of gender and project indicators in results framework	Project Manager, TA, Gender & Community Engagement Expert, CERD M&E Expert	\$15,000	None	Annually
GEF Project Implementation Report (PIR)	Project Manager, TA, UNDP Country Office and UNDP-GEF team	None.	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager, TA, UNDP CO	None	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None	None	On-going
Project Board meetings	Project Board UNDP Country Office Project Manager	\$5,000	None	Annually
Supervision missions	UNDP Country Office	None ³⁰	None	Annually
Oversight missions	UNDP-GEF team	None ³⁰	None	Troubleshooting as needed
Knowledge management	Project Manager, TA & Communications Expert	\$30,000	None	Annually
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Independent Mid-term Review (MTR) and management response	MTR Local and International Consultants, UNDP Country Office, PM, TA, UNDP-GEF team	\$30,000	None	Between 2 nd and 3 rd PIR.
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	TE Local and International Consultants, UNDP Country Office, PM, TA, UNDP-GEF team	\$40,000	None	At least three months before operational closure

²⁹ Excluding project team staff time and UNDP staff time and travel expenses.

³⁰ The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁹ (USD)		Time frame
		GEF grant	Co-financing	
M&E / KM related travel expenses	Project team and experts	\$16,000	None	
Translation of MTR and TE reports into English/or French	UNDP Country Office	\$8,000 (\$4,000 each)	None	
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		\$148,000		

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented over a period of five years following UNDP’s national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Djibouti, and the Country Programme.

The **Implementing Partner** for this project is the Ministry of Housing, Urban Planning and Environment (MHUE) of Djibouti. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The Implementing Partner is responsible for: (i) approving and signing the multi-year workplan; (ii) approving and signing the combined delivery report at the end of the year; and (iii) signing the financial report or the funding authorization and certificate of expenditures.

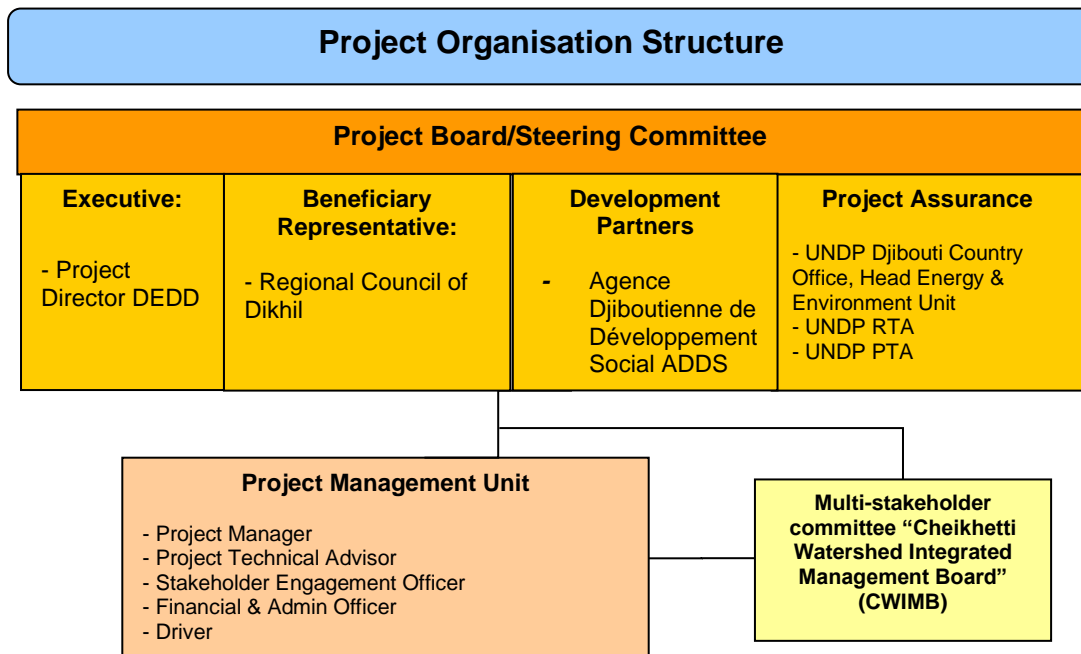


Figure 8. Project organisation structure.

The **Project Board** (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. The composition and terms of reference of the Project Board are contained in Annex E.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager’s tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions

The composition of the Project Board must include the following roles:

The **Executive** is an individual who represents ownership of the project who will chair the Project Board. The Executive is the Project Director at MHUE/DEDD. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approaches to project implementation. Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Ensure that there is a coherent project organisation structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organise and chair Project Board meetings.

The **Beneficiary Representative** is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Beneficiary Representative's for this project is the Regional Council of Dikhil. The representative's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner for this project is Agence Djiboutienne de Développement Social (ADDS).

Project Assurance: Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

The **Project Manager** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

UNDP and the Implementing Partner appoint the Project Manager, who should be different from the Implementing Partner's representative in the Project Board. Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies).
- Liaise with the Project Board to assure the overall direction and integrity of the project.
- Identify and obtain any support and advice required for the management, planning and control of the project.
- Responsible for project administration.
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan.
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Capture lessons learned during project implementation.
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF PIR and submit the final report to the Project Board.
- Based on the GEF PIR and the Project Board review, prepare the AWP for the following year.
- Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board.
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board.

A **local multi-stakeholder committee** ("Cheikhetti Watershed Integrated Management Board") will be established under component 1 of the project. This will include the Regional Council of Dikhil, local technical representatives of MHUE, MAWFLMR, agropastors' cooperatives, SME, the National Research Center (CERD) and the Prefecture of Dikhil. At least 30% of women will be represented in the CWIMB. Further invitations will be extended to relevant non-governmental and private sector entities.

Governance role for project target groups: The representatives of the Regional Councils/Government of Dikhil are broadly delegated to represent the project target groups on the national Project Board/Steering Committee. Elected representatives of community entities involved in the project will represent the concerns of the local communities in the implementation of the projects activities in the intervention areas. Relevant community representation will be determined during the inception phase. All representation shall take into consideration gender needs and concerns. One community representative, possibly in the form of a community association, will be invited to serve on the Project Board. All local level interventions will be based on locally identified priorities and scoped, planned and implemented with community representatives.

The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the project work plan. It will also establish a basis for further consultation as the project's implementation commences. The Project Management Unit (PMU) will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. Overall, the projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process

Principle	Stakeholder participation will:
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD \$15,662,068. This is financed through a GEF grant of USD 3,215,068 and USD 12,447,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only. Small grants issued as part of the project (e.g. as part of Outcome 3) will follow the UNDP Low Value Grants policy.

Parallel co-financing: The project will provide information on the actual amounts, sources and types of co-financing and investment mobilized in the mid-term review and terminal evaluation. The planned parallel co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
MHUE	<i>In kind</i>	2,820,000	Salaries, offices, contribution of communities	Co-financing being realized per expected timetable	Commitment of Gov. DESD/MHUE has been strongly involved in the PPG phase. Regular monitoring of status of co-finance delivery
MAWFHMR	<i>In kind</i>	8,500,000	Salaries, offices Capacities building Infrastructures	Little cooperation. Co-financing being realized per expected timetable	Commitment of Gov. Close coordination with MAWFHMR and related projects (11 th EDF, PROGRES, PRODERMO-2). Regular monitoring of status of co-finance delivery
ADSS	<i>In kind</i>	1,127,000	Extension of drinking water supply network, construction of infrastructure (bus station, civil protection antenna for fighting against fires of the rangelands)	Low – Co-financing being realized per expected timetable	Commitment of Gov. and ADSS. The Agency has been involved in the PPG phase. Regular monitoring of status of co-finance delivery

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed.

Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, the UNDP Programme Manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the Project Board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file³¹.

Financial completion: The project will be financially closed when the following conditions have been met:

- The project is operationally completed or has been cancelled;
- The Implementing Partner has reported all financial transactions to UNDP;
- UNDP has closed the accounts for the project;
- UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy and the GEF policy on public involvement.

³¹https://poppp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00106642	Atlas Primary Output Project ID:	00107270
Atlas Proposal or Award Title:	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti Wadi watershed of Djibouti		
Atlas Business Unit	DJI10		
UNDP-GEF PIMS No.	PIMS 5921		
Implementing Partner	MHUE		

GEF Component/Atlas Activity	Resp Party/Atlas Impl Agent	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Total (USD)	See Budget Note:
1: Improved governance structures and capacities for integrated land and water resource management	MHUE	62000	GEF	71200	International Consultants	64,000	29,000	9,000	9,000	9,000	120,000	1
				71300	Local Consultants	42,500	42,500	37,500	37,500	36,000	196,000	2
				71400	Contractual Services - Individual	10,400	10,400	10,400	10,400	10,400	52,000	3
				71600	Travel	5,000	4,000	4,000	4,000	4,000	21,000	4
				72200	Equipment and Furniture	9,000	9,000	-	-	-	18,000	5
				75700	Trainings and Workshops	6,000	6,000	6,000	6,000	6,000	30,000	6
					Total Outcome 1	136,900	100,900	66,900	66,900	65,400	437,000	
	% over PROJECT TOTAL						12%					
2: Spatial planning and integrated management resulting in land rehabilitation and aquifer replenishment	MHUE	62000	GEF	71200	International Consultants	48,000	18,000	18,000	39,000	18,000	141,000	7
				71300	Local Consultants	41,400					41,400	8
				71400	Contractual Services - Individual	13,600	13,600	13,600	13,600	13,600	68,000	9
				71600	Travel	2,500	2,000	2,000	2,000	2,000	10,500	10
				72100	Contractual Services - Companies	71,000	90,000	80,000	50,000	40,000	331,000	11
				72200	Equipment and Furniture	30,000	60,000	40,000	50,000		180,000	12
				72300	Material & Goods		50,000	50,000	45,788		145,788	13
				75700	Trainings and Workshops	4,000	4,000	4,000	4,000	2,000	18,000	14
					Total Outcome 2	210,500	237,600	207,600	204,388	75,600	935,688	
	% over PROJECT TOTAL						30%					
3: Climate-resilient agropastoralism and livelihood activities	MHUE	62000	GEF	71200	International Consultants	68,000	36,000	36,000	18,000	18,000	176,000	15
				71300	Local Consultants	75,600	25,600	25,600	15,600	15,600	158,000	16
				71400	Contractual Services - Individ	10,400	10,400	10,400	10,400	10,400	52,000	17
				71600	Travel	5,000	8,000	8,000	5,000	5,000	31,000	18
				72100	Contractual Services - Companies	30,000					30,000	19
				72200	Equipment and Furniture	85,300	74,300	77,300	60,300	23,082	320,282	20

developed reducing pressure on limited water and land resources				72300	Material & Goods		100,000	100,000	100,000	60,000	360,000	21
				72600	Grants	50,000	100,000	100,000	50,000	50,000	350,000	22
				75700	Trainings and Workshops	7,000	8,000	7,000	4,000	4,000	30,000	23
					Total Outcome 3	331,300	362,300	364,300	263,300	186,082	1,507,282	
					% over PROJECT TOTAL						48%	
4: Gender Mainstreaming, Knowledge Management and learning.	MHUE	62000	GEF	71200	International Consultants	-		43,000		30,000	73,000	24
				71400	Contractual Services - Individ	8,000	8,000	8,000	8,000	8,000	40,000	25
				71600	Travel	2,000	1,000	5,500	1,000	1,000	10,500	26
				72100	Contractual Services - Companies	25,000					25,000	27
				74100	Professional Services	3,500	3,500	7,500	4,500	0	19,000	28
				74200	Audio Visual & Print Production Costs	2,000	2,000	2,000	2,000	2,000	10,000	29
				75700	Trainings and Workshops	500	500	1,500	1,000	1,000	4,500	30
					Total Outcome 4	41,000	15,000	67,500	16,500	42,000	182,000	
	% over PROJECT TOTAL						5%					
PROJECT MANAGEMENT	MHUE	62000	GEF	71400	Contractual Services – Individual	27,600	27,600	27,600	27,600	27,600	138,000	31
				72500	Supplies	1,200	1,200	1,200	1,200	1,200	6,000	32
				74100	Professional Services	1,500	1,500	1,500	1,500	1,500	7,500	33
				74500	Miscellaneous	300	300	300	300	398	1,598	34
	UNDP	4000	UNDP	71400	Contractual services-Ind	18,000	18,000	18,000	18,386	18,000	90,386	35
					PMC GEF sub-total	30,600	30,600	30,600	30,600	30,698	153,098	
				Total Project Management	48,600	48,600	48,600	48,986	48,698	243,484		
GEF Total Project Grant						750,300	746,400	736,900	581,688	399,780	3,215,068	
GEF + UNDP						768,300	764,400	754,900	600,074	417,780	3,305,454	

Summary of Funds:

	Year1	Year 2	Year 3	Year 4	Year 5	Total
GEF	750,300	746,400	736,900	581,688	399,780	3,215,068
MHUE	564,000	564,000	564,000	564,000	564,000	2,820,000
MAWFHMR	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	8,500,000
ADDS	225,400	225,400	225,400	225,400	225,400	1,127,000
UNDP	18,000	18,000	18,000	18,386	18,000	90,386
TOTAL (US\$)	3,257,700	3,253,800	3,244,300	3,089,474	2,907,180	15,752,454

Budget notes:

#	Budget Notes Explanation
Component 1	
1	<p>a) Technical Advisor – part-time over 5 years @ USD 45,000/ year on average (600 x 375 days over 5 years: \$225,000) – 20% under Component 1, 40% under Component 2, 40% under Component 3. It is anticipated that the TA will have to support more actively in the first 2.5 years of project implementation particularly during the project inception phase. Hence, the budget for this post will be spread as follows: Y1 – 120; Y2 – 100; Y3 – 95; Y4 – 30; Y5 – 30 (total 375 days). The TA will provide critical support to all technical, safeguards and M&E aspects of the project, Including inter alia on project start up, baseline data collection and work planning, vision building, coordination of stakeholders within the watershed, institutional and policy framework, landscape spatial planning, communications, capacity needs assessments, capacity development plan, capacity development, land restoration interventions and financing solutions, M&E including support to annual, midterm and terminal reporting, support to establishment of monitoring and database, and development of key knowledge management products (best practice compilation, setup of project, project stories and lessons learned).</p> <p>b) IC to conduct CWIMB capacity assessment and develop strategy for effective operationalisation – 30 days @ 750\$/day = \$22,500</p> <p>c) IC to implement targeted CWIMB capacity enhancement activities as identified in the abovementioned strategy – 80 days @ 600\$/day = \$62,500</p> <p>Total: 45,000 + 45,000 + 30,000 = \$120,000</p>
2	<p>Local Contractual Services for special support to Outcome 1:</p> <p>a) LC to support development of SESA ESIA ESMP IPP FPIC in the first 6 months after endorsement = \$10,000</p> <p>b) LC specialized in multi-stakeholder engagement processes – will be in charge of preparation, engagement and follow up of the Cheikhetti Watershed Integrated Management Board – 80 days @ 200\$/day = \$16,000</p> <p>c) LC specialized in water and rangeland management – will support the committees – 40 days/yr during 3 years @ 200\$/day. = \$24,000</p> <p>d) LC for implementation of capacity development actions for WMC operationalization = 146 x 5 x 200\$ = \$146,000</p> <p>Total: 10,000 + 16,000 + 24,000+ 146,000 = \$196,000</p>
3	<p>Project Technical Coordinator, full-time over 5 years @ USD 32,000/year – 20% under Component 1, 30% under Component 2, 20% under Component 3 and %30 under PMC</p> <p>Stakeholder Engagement Officer, full-time over 5 years @ USD 20,000/year – 20% under Component 1, 20% under Component 2, 20% under Component 3, and 40% under Component 4 Total: 32,000 + + 20,000 = 52,000</p>
4	<p>Travel budget for project team, DESD/MHUE, the Cheikhetti watershed management board and partners, and additional experts involved in Component 1 - covering vehicle and transport and DSA, including for travel to training events. Per year: 10 * 400km * \$0.25 km-fuel charge (= \$1,000) + DSA for 10 * 3 pax * 2 days @ \$50 (= \$3,000). =5,000+15,000= \$20,000</p> <p>Additional travel in the first year to the establishment of the Cheikhetti watershed management board (@1000\$).</p> <p>Total: 20,000 + 1,000 = 21,000</p>
5	<p>Relevant office (furniture) and field and communication equipment (GPS, printer cartridges, paper, stationery, visualization materials for training and workshops, flipcharts etc.) needed both by the project team and by the Cheikhetti Watershed Integrated Management Board.</p>
6	<p>Training workshops and meetings under the capacity development plan, including in-house trainings using MHUE and Dikhil Regional Council facilities as well as external trainings. Also training workshops and meetings of the Cheikhetti Watershed Integrated Management Board (at least 4 regular meetings and training events per year) and related to the implementation of the communication plan and stakeholders. Breakdown of the costs: CWIMB meetings and steering committee workshops (@1000\$ per year) + 5 WRC x 10 meetings/yr x 40\$/meeting = 2000\$/year for the WRC + 3000\$/year for trainings sessions organisation.</p> <p>Total: 5,000 + 10,000 + 15,000 = 30,000</p>
Component 2	
7	<p>Technical Advisor – part-time over 5 years @ USD 45,000/year (Total: \$225,000) – 40% under Component 2. See budget note #1.</p> <p>IC to support the Regional Council to lead the process of designing the Cheikhetti watershed management plan (CWMP) – 85 days @ 600\$/day = \$ 51,000</p> <p>Total: 90,000 + 51,000 = 141,000</p>

8	Local Contractual Services for special support to Outcome 2: a) LC specialized in Land-use planning – will support the Cheikhetti Management Plan design – 100 days @180\$ per day = \$ 18,000 b) LC to support technically the tender process for infrastructures rehabilitation/ building (ToR, selection of vendor, monitoring of building, etc.) – 130 days @180\$ per day = \$ 23,400 Total: 18,000 + 23,400 =41,400
9	Project Technical Coordinator, full-time over 5 years @ USD 32,000/year – 20% under Component 1, 30% under Component 2, 20% under Component 3 and %30 under PMC Stakeholder Engagement Officer, over 5 years @ USD 20,000/year – 20% under Component 1, 20% under Component 2, 20% under Component 3, and 40% under Component 4 Total: 48,000 +20,000 = 68,000
10	Travel budget for project team, DESD/MHUE and additional experts involved in Component 2. Per year: 5 * 400km * \$0.25 km-fuel charge (= \$500) + DSA for 5 * 3 pax * 2 days @ \$50 (= \$1,500). Additional travel in the first year for the kick-off of the Cheikhetti management plan (@500\$). Total: 10,000 + 500 = 10,500
11	Tender for water monitoring system in the Cheikhetti watershed (ex. CERD or other local expertise) = \$ 140,000 Tender for companies/ provider for water infrastructure rehabilitation / building, including the construction of 1 drilling (@90,000\$ per drilling), and 2 impluvium tanks (@10,000\$/unit) = \$ 110,000 Tender for the elaboration of the Cheikhetti watershed management Plan = \$ 81,000 Total: 140,000 + 110,000 + 81,000 = 331,000
12	Purchase and establishment of 3 hydro station to monitor water-balance; Rehabilitation of 4 shallow wells (@5,000\$ per wells); 5 mini-dams (@20,000\$ per unit); 5 excavation dams (@10,000\$/unit); 1 impluvium tanks (@10,000\$/unit) Total: 20,000 + 100,000 + 50,000 + 10,000 = 180,000
13	7 wells (@20,000\$ per well), 1 motorcycle for the Knowledge and Gender management officer. The Knowledge & Gender Management Officer collects data from the field to develop key knowledge management products (best practice compilation, setup of project, project stories and lessons learned), and provides on-going support to communities for gender aspects (capacities needs assessments of women, trainings, etc.). Hence a motorcycle is required to efficiently execute these tasks. Total: 140,000 + 5,788 = 145,788
14	Training workshops and meetings for the component 2: (i) community consultation and trainings for the water infrastructure installation and management (@2,000\$ per year for years 1 to 4), (ii) community meetings for the Cheikhetti watershed management plan and organisation of environmental actions days, (@2,000\$ per year). Total: 8,000 + 10,000 = 18,000
Component 3	
15	a) Project Technical Advisor – part-time over 5 years @ USD 45,000/year (Total: \$225,000) – 40% under Component 3. See budget note #1. b) IC to train CEPEC to develop, adopt and propose new financial products adapted to rural communities. –30 days in year 1 and 2 @600\$/day. = \$ 36,000 c) IC: Safeguards Expert for SESA ESIA ESMP IPP FPIC, \$50,000 Total: 90,000 + 36,000 + 50,000 = 176,000
16	Local Contractual Services for special support to Outcome 3: a) LC to carry out study on rural microfinance, and to train communities to rural microfinance (200 days divided by 2 experts @180\$) = \$ 36,000 b) LC to support installation of agropastoral farms and train communities – 40 days per year @180 per day. = \$ 36,000 c) LC specialist in land restoration to support the land rehabilitation techniques (rangelands, new grazing areas, plantation) – 40 days per year @180 per day. = \$ 36,000 d) LC: Environmental Compliance Officer, half-time over 5 years @ \$10,000/yr = \$50,000 Total: 36,000 + 36,000 + 36,000 + 50,000 = 158,000
17	Project Technical Coordinator, full-time over 5 years @ USD 32,000/year – 20% under Component 1, 30% under Component 2, 20% under Component 3 and %30 under PMC Stakeholder Engagement Officer, over 5 years @ USD 20,000/year – 20% under Component 1, 20% under Component 2, 20% under Component 3, and 40% under Component 4. Will be in charge of lessons learnt and also community engagement, small grants oversight on site (livelihoods program), as well as of implementing and mainstreaming the gender strategy and conducting gender-related M&E

	Total: 32,000 + 20,000 = 52,000
18	Travel budget for project team, and additional experts involved in Component 3 - covering vehicle and transport and DSA including for travel to training events, including international travel. Per year: 10 * 400km * \$0.25 km-fuel charge (= \$1,000) + DSA for 10 * 3 pax * 2 days @ \$50 (= \$3,000) + 8 international travels @ \$1,375 per trip. Total: 20,000 + 11,000 = 31,000
19	Tender to carry out the feasibility study for the value chains (livelihood program) and develop the ToR for the project's grants. Total: = 30,000
20	Equipment for (i) community work for farms establishment (@ \$24,000 in years 1 to 3, then \$14,000), (ii) tree nurseries (@ \$34,000 year 1, \$48,000 year 2, \$51,000 year 3 and \$44,000 year 4 and \$18,282 for maintenance), (iii) a vehicle 4x4 for transportation of material and visits on project sites (@ \$25,000). As the PMU will be based in Dikhil, a vehicle is required to for coordination with Ministries and partners in Djibouti city. Moreover, under component 3, activities such as agropastoral farms establishment and land restoration need transportation of material by the PMU. Total: 100,000 + 195,282 + 25,000 = 320,282
21	Material & goods for: (i) agro-pastoral farms establishment (\$30,000 / year from y2-4, then \$20,000), (ii) material for land restoration activities (\$70,000 in years 2-4 and \$40,000 in year 5). Total: 110,000 + 250,000 = 360,000
22	Grant (disbursed through a competitive call of proposal) for livelihood program implementation: \$50,000 in year 1, \$100,000 in years 2 and 3, then \$50,000 in years 4 and 5. Total: = 350,000 Grants will follow UNDP low value grants policy.
23	Trainings and awareness raising events with communities; training for women groups. Breakdown of costs: workshop for the finance study in Dikhil and in Djibouti city (@1,000\$), sensibilisation workshops for rural microfinance (@2,000\$ for years 2 and 3), trainings session for agricultural farms (@1,000\$ per year), yearly workshops to evaluate impacts and exchange good practices of the livelihood programs (@2,000\$ per year), and intensive mobilization of community for land restoration (@3,000\$ for years 1 and 2, and 2,000\$ in year 3, then 1,000\$ per year). Total: 1,000 + 4,000 + 5,000 + 10,000 + 10,000 = 30,000
Component 4	
24	a) As under the M&E budget: international consultants for MTR and TE (@ \$25,000 and \$30,000) = \$ 55,000 b) IC to develop a replication strategy (from the pilot project of Cheikhetti watershed management to other watershed in Djibouti) – 30 days per years @600\$/day in year 3. = \$ 18,000 Total: 55,000 + 18,000 = 73,000
25	Stakeholder Engagement Officer, over 5 years @ USD 20,000/year – 20% under Component 1, 20% under Component 2, 20% under Component 3, and 40% under Component 4
26	As under the M&E budget: Domestic travel budget for project team, DESD and additional experts involved in Component 4. Breakdown of costs: Per year: 2 * 400km * \$0.25 km-fuel charge (= \$200) + DSA for 2 * 3 pax * 2 days @ \$50 (= \$600). + 4 international travels @1,375\$ per trip + Additional travel in the first year to design the ESMP (@ \$1,000). Total: 4,000 + 5,500 + 1,000 = 10,500
27	Tender to develop the knowledge platform for the project (including training in M&E, capitalization, etc.). Total = 25,000
28	As under the M&E budget: Service contracts for national experts: annual project indicator monitoring including on gender (USD 2,000/yr), MTR translation (USD 4,500), TE translation (USD 4,500). Total: 10,000 + 4,500 + 4,500 = 19,000
29	Cost for communication & material development and printing, including of brochures and information materials, training materials. This includes Audio-visual & print production expenses for ESMF implementation (\$10,000).
30	As under the M&E budget: Inception meeting (\$4,000) and regular project board meetings (\$500) Total: 4,000 + 500 = 4,500

PMC	
31	Project Technical Coordinator, full-time over 5 years @ USD 32,000/year – 20% under Component 1, 30% under Component 2, 20% under Component 3 and %30 under PMC Finance and Admin Officer, full-time over 5 years @ USD 12,000/year – 100% under PMC; Driver, full-time over 5 years @ USD 6,000/year. Total: 48,000+ 60,000 + 30,000 = 138,000
32	Office supplies incl. materials needed for communication, and printer cartridges, paper, stationery, visualization materials for training and workshops, flipcharts. Total: 6,000
33	Audit fees (1,500/yr) Total: 7,500
34	Miscellaneous costs that might occur during project implementation. Total: 1,598
35	Procurement and financial administration capacity support for the PMU and to ensure transparency.

X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.” This project will be implemented by the Ministry of Housing, Urban Planning and Environment (MHUE) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might

reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

XII. ANNEXES

- A. Multiyear Workplan
- B. GEF Tracking Tool (s) at baseline (GEF Core Indicators)
- C. Overview of technical consultancies/subcontracts
- D. Terms of Reference for Project positions
- E. UNDP Social and Environmental and Social Screening Template (SESP)
- F. Environmental and Social Management Framework
- G. Capacity Enhancement Plan
- H. Stakeholder Engagement Plan
- I. Gender Analysis and Action Plan
- J. UNDP Risk Log
- K. Results of the capacity assessment of the project implementing partner and HACT micro assessment
- L. Procurement Plan
- M. Co-financing letters
- N. Additional agreements: such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”), letters of financial commitments, GEF OFP letter, GEF PIFs and other templates for all project types, LOA with the government in case DPCs are applied should be attached.
- O. UNDP Project Quality Assurance Report

ANNEX A. MULTI-YEAR WORKPLAN

EXPECTED OUTPUTS	Planned Activities	Responsible Parties	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project start up	Recruit PMU members of the PMU team		X																			
	National inception workshop		X																			
	Dikhil level inception workshop		X																			
Component 1: Multi-level Governance and capacity building for integrated watershed management and land use																						
Output 1.1: The Cheikhetti Watershed Integrated Management Board is established	Activity 1.1.1: Establishment of the “Cheikhetti Watershed Integrated Management Board”	PMU	X																			
		PMU	X	X	X	X																
	Activity 1.1.2: Capacity building of the CWIMB to ensure full coordination and monitoring	PMU	X			X	X			X			X				X				X	
Output 1.2: At least 5 water and rangeland management committees are created and strengthened	Activity 1.2.1: Creation of 3 water management committees	PMU																				
	Activity 1.2.2: Creation of 2 rangelands management committees	PMU																				
	Activity 1.2.3: Support to prevent and manage conflict within these committees	PMU																				
Output 1.3: A capacity development program for communities, regional staff and central staff is implemented for enhanced sustainable land management and for the adoption of farming practices	Activity 1.3.1: Design of a capacity development plan	PMU		X	X	X																
	Activity 1.3.2: Trainings for communities for the adoption of farming practices	PMU				X																
	Activity 1.3.3: Training for regional staff for cross-sectoral planning	PMU					X	X	X	X	X	X										
	Activity 1.3.4: National capacities are strengthened to ensure efficient multi-sectoral coordination of SLM initiatives	PMU																				
Component 2: Land rehabilitation and aquifer replenishment management in the Cheikhetti watershed																						
Output 2.1: A water monitoring system provides information for adaptive management of the Cheikhetti watershed	Activity 2.1.1: Assessment of water needs in the watershed	CERD			X																	
	Activity 2.1.2: Installation of 3 water measurement points to determine the water balance (quantity and quality)	CERD			X																	
	Activity 2.1.3: Identification of new drilling sites	CERD				X																

EXPECTED OUTPUTS	Planned Activities	Responsible Parties	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2.2: The Cheikhetti Watershed Management Plan is designed and implemented	Activity 1.1.1: Elaboration of the Cheikhetti Watershed Management Plan (CWMP)	PMU	X	X	X	X																
	Activity 1.1.2: Monitoring of the implementation of the Cheikhetti Watershed Management Plan	PMU	X			X	X				X				X					X		
Output 2.3: At least 26 water management infrastructures are rehabilitated/built	Activity 2.2.1: Rehabilitation of 4 water points	PMU						X	X	X	X	X	X									
	Activity 2.2.2: Building of at least 9 new water points	PMU						X	X	X	X	X	X									
	Activity 2.2.3: Building of 13 infrastructures for surface water mobilisations	PMU						X	X	X	X	X	X									
Component 3: Climate-resilient agropastoralism and livelihood activities																						
Output 3.1: A rural microfinance platform is set up	Activity 3.1.1. Research-action program on regular and Islamic microfinance in rural areas	PMU; Uni of Djibouti				X	X	X	X	X	X											
	Activity 3.1.2. Capacity buildings for CPEC (rural specific microfinance products)	PMU										X	X	X								
	Activity 3.1.3. Capacity buildings for local communities (microfinance and business plan)	PMU												X	X							
Output 3.2: Land uses implemented in key areas to implement watershed plan	Activity 3.2.1. Restoration and landscaping of existing gardens	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Activity 3.2.2. Increasing agricultural production (trainings)	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Activity 3.2.3. Creation of new agricultural perimeters	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Activity 3.2.4. Livestock health control	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 3.3: Livelihood program developed and implemented	Activity 3.3.1. Feasibility study for IGAs	PMU				X	X	X														
	Activity 3.3.2. Implementation of IGAs	PMU							X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Activity 3.3.3. Capacity building for communities benefiting from IGA support	PMU							X	X	X	X					X	X				
Output 3.4: At least 650 ha of lands (pastures and riverbanks) are restored by improving vegetation cover	Activity 3.4.1: Rehabilitation of rangelands (100 ha)	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Activity 3.4.2: Creation new grazing areas (50 ha)	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

EXPECTED OUTPUTS	Planned Activities	Responsible Parties	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Activity 3.4.3: At least 150,000 trees are planted (equivalent to 500 ha)	PMU				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Component 4: Gender mainstreamed and Monitoring and Knowledge Management for replication																						
Output 4.1: Knowledge platform and monitoring system set up	4.1.1 Development and implementation of an MRV system for knowledge management	PMU		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	4.1.2. Training of all project staff and partners (including CWIMB) about M&E, evidence based planning and management, and project reporting	PMU			X	X																
	4.1.2. Capitalization and good practices sharing	PMU						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	4.1.3. Partnership with local schools	PMU						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	4.1.3. Gender mainstreaming strategy developed and implemented in the Dikhil region	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Output 4.2: Gender mainstreaming strategy implemented in the Dikhil region	4.2.1: Design and monitor a gender strategy	PMU																				
Output 4.3: Replication Strategy and Action Plan developed at a national scale	4.3.1: Design of the replication strategy	PMU											X	X								
	4.3.2: Monitor and report on implementation of replication strategy	PMU													X	X	X	X	X	X	X	X
PROJECT MANAGEMENT	Coordinate and manage the project activities	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquire office supplies	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquire the project communication equipment	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Maintain the project equipment	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	To acquire the fuel necessary for the missions	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Audit, Monitoring and Evaluation	PMU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ANNEX B. GEF TRACKING TOOL AT BASELINE (GEF CORE INDICATORS)

Core Indicator 3	Area of land restored				(Hectares)	
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		0	696			
Indicator 3.1	Area of degraded agricultural land restored					
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		25	46 ³²			
Indicator 3.3	Area of natural grass and shrublands restored					
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		<i>N.I.</i>	650			
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)				(Hectares)	
		Hectares				
		Expected		Expected		
		PIF stage	Endorsement	MTR	TE	
		50,240	75,000			
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
		Hectares				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		50,240	75,000			
Core Indicator 11	Number direct beneficiaries disaggregated by gender as co-benefit of GEF investment				(Number)	
		Number				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		Female	<i>N.I.</i>	4,620 ³³		
		Male	<i>N.I.</i>	5,380		
		Total	<i>N.I.</i>	10,000		

³² 46 ha of land under SLM:

- Restoration and landscaping of existing gardens: 29 ha
- Sustainable development of agro-pastoral farms. In total, six new agricultural parcels will be created, with a total area of 17ha

³³ According to the last census in 2009, 46.2% of Djibouti population whom were women.

ANNEX C. OVERVIEW OF PROJECT STAFF AND TECHNICAL CONSULTANCIES

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management / Monitoring & Evaluation		
Local / National contracting		
<i>Project Manager</i> Budget note 3. Rate: \$32,000 / year	12 months per year over 5 years	<i>The Project Manager (PM), together with the TA will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors, as well as for technical aspects including those related to knowledge management, knowledge management, and safeguards. See the full TOR in Annex D for details.</i>
<i>Stakeholder Engagement Officer</i> Budget note 2. Rate: \$20,000 / year	12 months per year over 5 years	<u>Tasks / key deliverables:</u> - See TORs in Annex D. <u>Required Expertise & Qualifications:</u> See TORs in Annex D.
<i>Finance & Admin Officer</i> Budget note 32 Rate: \$20,000 / year	12 months per year over 5 years	<u>Tasks / key deliverables:</u> - See TORs in Annex D. <u>Required Expertise & Qualifications:</u> See TORs in Annex D.
International / Regional and global contracting		
<i>Technical Advisor</i> Rate: \$600 / day	375 days spread over 5-year project duration	<i>The Technical Advisor (TA) will be responsible for providing overall technical backstopping and management support to the Project. See the full TOR in Annex D for details.</i>
For Technical Assistance		
Local / National contracting		
<i>Multi-stakeholders animation National Specialist</i> Rate: \$500/week	16 weeks / over 5 years	<i>Under close supervision of Chief Technical Advisor (CTA) and Project Manager (PM) the Multi-stakeholders animation specialist will establish and animate the Cheikhetti Watershed Management Board and conduct capacity building of the members, and will facilitate regular meetings.</i>
<i>Water and rangelands management national specialist</i> Rate: \$500/week	40 days / year during 3 years	<i>The Water and rangelands management specialist will carry out baseline at the inception of the project, will establish water committees and rangelands committees, and will provide on-going capacities building to them, and will ensure that the committees are well represented into the Cheikhetti Watershed Management Board. It will also provide support for community involvement in component 2 (water infrastructure rehabilitation) and in component 3 (lands restoration and community livelihood program). Finally, the specialist will provide key data for knowledge management in component 4.</i>
<i>Training national specialists</i> Rate: \$500/week	146 days per year	<i>Several specialists will intervene based on the capacities development plan. They will provide specific and relevant trainings under output 1.3.</i>
<i>Land-use planning specialist</i>	100 days	<i>The land-use planning specialist will support the Cheikhetti Management Plan design under component 2.</i>
<i>Water Infrastructure specialist</i> Rate: \$500/week	26 weeks	<i>The water infrastructure specialist will support technically the PMU for designing the tender for infrastructures rehabilitation/ building (including technical specifications) and for selecting the relevant companies, and for monitoring the works.</i>

Consultant	Time Input	Tasks, Inputs and Outputs
Rural microfinance experts Rate: \$500/week	40 weeks	A team of two rural microfinance experts will carry out the study and will train the communities to rural microfinance (output 3.1).
Agronomist specialist Rate: \$500/week	8 weeks per year over 5 years	The agronomist specialist will support the agropastoral farm plans design (output 2.2) and the establishment of agropastoral farms (component 3). It will bring support to individuals and women groups to run the farms, to improve practices and to develop business plans.
Land restoration specialist Rate: \$500/week	8 weeks per year over 5 years	The land restoration specialist will support the land rehabilitation techniques (rangelands, new grazing areas, plantation) under component 3.
International / Regional and global contracting		
Ethical leadership consultant Rate: \$ 750 / day	60 days	The ethical leadership consultant will train the PMU, the steering committee, MHUE and MAWFHMR high-level decisionmakers in order to develop leadership capacities (have the global vision, develop co-operation activities, etc).
Capacity development expert	50 days	The capacity development expert will design the capacity development plan, based on the work done during the PPG (see Annex).
Watershed management specialist Rate: \$600/day	85 days	The Watershed management specialist will support the Regional Council to lead the process of designing the Cheikhetti watershed management plan. It will write the tender to recruit the companies in charge of (i) water monitoring system, and (ii) the design of the Cheikhetti watershed management plan). It will also animate the whole process and follow up until the management plan is validated.
Rural microfinance expert	60 days	The rural microfinance expert will support CEPEC to develop, adopt and propose new financial products relevant for rural communities.
Monitoring & evaluation expert	30 days	The monitoring & evaluation expert will provide capacities building to PMU in M&E, capitalization and knowledge management.
Replication strategy expert	30 days	The replication strategy expert will support the PMU is designing the scaling-up strategy, including a detailed actions plan.

ANNEX D. TERMS OF REFERENCE

Terms of Reference for the Project Board/ Steering Committee

A national Project Board also referred to as Project Steering Committee (PSC) will ensure adequate guidance, oversight and integration of project activities. The PSC shall provide strategic advice to the Project Management Unit (PMU) for the implementation of project activities to ensure broader integration of the project activities within the national development goal of poverty reduction and sustainable development objectives

The Project Board is comprised of the following representatives/institutions: Project Director at MHUPE/DEDD (Chair), UNDP Djibouti, Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR); and the Prefectures of Dikhil. A representative of the community-level beneficiaries should also be represented on the board – a relevant association or designated representative will be identified during project inception.

The Project Steering Committee will have the following main objectives:

- Provide strategic guidance to project implementation;
- Ensure coordination between various donor funded and government funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Approve annual project work plans and budgets, at the proposal of the Project Manager;
- Approve any major changes in project plans or programmes;
- Oversee monitoring, evaluation and reporting in line with GEF requirements;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Negotiate solutions between the project and any parties beyond the scope of the project; and,
- Ensure that UNDP Social and Environmental Safeguards Policy is applied throughout project implementation; and, address related grievances as necessary.

The Project Steering Committee will meet at least twice a year but could meet more frequently at the start of the project. The chairperson of the Project Steering Committee will convene Steering Committee meetings. The committee may invite other collaborating institutions as the need arises. The Project Manager and Project Technical Advisor will participate in the PSC and provide the Secretariat to the Committee, with other PMU staff joining on demand and invitation. Minutes of PSC meetings will be recorded and filed by the Secretariat. Decisions will be by consensus. The Project Steering Committee may constitute sub-committees and or task forces to discuss specialist topics or to review project activities. Gender representation is a key principle of operations, including of the PSC.

PROJECT TECHNICAL COORDINATOR (full time)

The Project Technical Coordinator will be a nationally recruited expert selected based on an open competitive process. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The coordinator will report to the Director of MHUPE/DEDD in close consultation with the UNDP RR (or duly designated UNDP officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the Project Board/Steering Committee (PSC). Generally, the coordinator will be responsible for meeting government obligations under the project, under the project execution modality. He/She will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners and maintain close collaboration with other donor agencies providing co-financing.

Specifically, the coordinator will be expected to fulfil the following duties:

Project Implementation & Stakeholder Engagement

- Manage the PMU within MHUPE/DEDD

- Liaise with the PSC to assure the overall direction and integrity of the project; ensure fulfillment of PB directives; Identify follow-up actions and submit them for consideration to the PSC.
- Prepare Annual Workplans, supervise and coordinate the production of project outputs, as per project document and recommendations from PIR/Midterm project reviews, ensuring timely and quality delivery; Identify and obtain any support and advice required for the management, planning and control of the project.
- Facilitate the establishment and operationalization of the Cheikhetti Watershed Integrated Management Board” (CWIMB), as well as the Water and Rangeland Management Committees under Component 1; Establish partnerships with appropriate local institutions for implementation of activities under Component 2, ensuring capacity building is adequately integrated to facilitate longer-term sustainability; Facilitate the establishment and operationalization of a rural microfinance platform in close cooperation with the University of Djibouti under Component 3
- Mobilize personnel, goods and services, training, and grants to initiative activities, including timely drafting and advertising of Terms of Reference (TORs) and work specifications for consultancies and tenders for procurement of inputs and services; overseeing all contractors’ work to ensure adequate delivery as agreed in TORs and contracts.
- Supervise and coordinate the work of all project (PMU) staff and technical experts seconded by Government partners, ensuring timing and quality of outputs.
- Assist and advise project partners responsible for activity implementation in target sites.
- Ensure adequate gender mainstreaming in project implementation (also see Component 4); encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to project benefits (see Gender Action Plan).
- Ensure that all environmental and social risks are identified, avoided, mitigated and managed throughout project implementation in full compliance with UNDP mandatory Social and Environmental Standards³⁴.
- Coordinate the development, implementation and monitoring of safeguard plans. This will include the development of an Environmental and Social Impact Assessment (ESIA), Environmental and Social Management Plan (ESMP) and Indigenous Peoples Plan (IPP) within the first 6 months of project implementation, as well as monitoring and reporting on progress in ESMP implementation.
- Emplace and oversee compliance with FPIC process
- Oversee implementation of the Stakeholder Engagement Plan (available as Annex), ensuring adequate engagement of all project stakeholders.
- Ensure that any grievances are adequately addressed in a transparent manner, and recorded as per UNDP Accountability Mechanism (see Grievance Redress Mechanism in the Stakeholder Engagement Plan available as Annex to the Project Document).
- Conduct regular (announced and unannounced) inspections of project activities and target sites to monitor progress, ensure continuous stakeholder engagement, and identify potential risks to successful project delivery.
- Manage and monitor the risks to successful delivery as initially identified and submit new risks to the project board for consideration and decision on possible actions if required. Update the status of these risks by maintaining the online project risks log.

Administration

- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using fund authorization and certificate of expenditures.
- Monitor financial resources and accounting to ensure the accuracy and reliability of reports.
- Be responsible for preparing and submitting financial reports to UNDP on a timely (quarterly) basis, or on an ad hoc basis if required for auditing purposes.

³⁴ www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-standards.html

- Ensure regular updating of project information in the online Atlas system.

Knowledge Management

- Oversee and ensure the implementation of the project M&E plan, including periodic appraisal of the Theory of Change, Results Framework (Logical Framework) and Tracking Tools with reference to actual and potential project progress and results; ensure monitoring of gender-related indicators.
- Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards.
- Ensure project M&E outputs take safeguard issues and gender mainstreaming into account, and meet the requirements of UNDP, the GEF as well as Government partners; develop project-specific M&E tools as necessary.
- Ensure annual reviews of the project Social & Environmental Screening report (SES); update and revise corresponding risk log; provide support for revisions of mitigation/management plans as necessary.
- Provide inputs to ensure timely submission of the Inception Report, GEF Project Implementation Report (PIR), technical reports, quarterly reports, and other reports as may be required by UNDP, GEF and other oversight agencies; ensure timely dissemination of final reports to relevant partners and stakeholders; respond to queries.
- Ensure that the mid-term review process is undertaken as per UNDP guidance, submit the final MTR report to the Project Board, and ensure preparation of an adequate management response; Ensure the terminal evaluation process is undertaken as per UNDP guidance, and submit the final TE report to the Project Board in a timely manner.
- Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results.
- Visit project sites as and when required to appraise progress, validate written progress reports, identify risks to timely/successful project delivery; provide feedback to the PM for follow up.
- Ensure that lessons learned as well as good practices are captured during project implementation; facilitate dissemination to targeted audiences.
- Facilitate the development and implementation of a project communication strategy, using appropriate communication mechanisms and tools to target various stakeholder groups (also see Stakeholder Engagement Plan, available as Annex to the Project Document).

Qualifications

- A university degree (BSc or MSc/MPhil) in Natural Resources Management or environmental sciences, or related fields of expertise
- At least 5 years of experience in relevant technical fields.
- At least 5 years of project/program management experience.
- Working experiences with relevant ministries and national institutions is a plus, but not a requirement.
- Ability to effectively coordinate a large, multi-stakeholder project.
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Strong drafting, presentation and reporting skills.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Strong knowledge about Djibouti's political and socio-economic context.
- Excellent writing communication skills in French and English.

PROJECT TECHNICAL ADVISOR (part-time)

The project Technical Advisor (TA), will be an internationally recruited expert selected based on an open competitive process. The TA will be responsible for providing technical backstopping to the Project, related to all project components. He/She will render technical support to the Project Manager (PM), staff and other government

counterparts, as well as all project partners. The TA will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. The position of Technical Advisor is part-time over 5 years, with a work effort of approximately 30% under each of Components 1-3 and 10% under Component 4.

Duties and Responsibilities

The TA provides critical support to all technical and M&E aspects of the project, including support to annual, mid-term and terminal reporting, support to establishment of monitoring and database and systems with CERD, and the development of key knowledge management products (best practice compilation, setup of project/govt MPA/CHM website, project stories and lessons learned). In detail:

The Technical Advisor (TA) will be responsible for providing strategic technical guidance and backstopping to the project, providing capacity enhancement services, as well as supporting knowledge management and quality assurance processes. Under coordination from the assigned UNDP task manager, he/she will be an integrated part of the Project Management Unit (PMU) rendering support to the Project Manager (PM), the Project Board (PB) and other Government counterparts as necessary, with feedback from the UNDP RTA if required.

Specifically, the TA will be expected to fulfil the following duties:

Project Inception Phase

- Support the PM in reviewing the project logical framework, ensuring that targets and indicators remain relevant and achievable; facilitate collection of baseline data (including gender-related indicators) to complete the logframe and tracking tools; put in place a system to ensure regular feedback of data into project M&E processes.
- Provide advice to the PM to ensure that the UNDP Social and Environmental Safeguards Policy is adequately applied throughout project implementation; support the development, implementation and monitoring of safeguard plans.
- Establish an easy-to-use system for the PMU to track co-financing from project partners.
- Provide advice for preparation of Annual Work Plans (AWP) in line with ProDoc and approved budgets.
- Support the PM in effective start-up of initial project activities as prioritised in the AWP.

Strategic Advice and Technical Support

- Provide strategic advice to the PM, PB, and project partners to guide impactful and timely delivery of outputs and activities, ensuring that stakeholders are adequately engaged, safeguards are implemented, and gender mainstreaming is integrated in project implementation (see Gender Action Plan and Stakeholder Engagement Plan, available as separate Annexes to the Project Document).
- Provide *on-the-job* guidance and mentoring to the PMU team and Government partners to strengthen capacity for effective implementation of technical aspects of the project.
- Coordinate and provide technical support, particularly in areas related to integrated land management, forest restoration, alternative income generating activities and financing for biodiversity conservation and sustainable natural resource management.
- Support the PM in ensuring timely production of adequate and sufficiently comprehensive Terms of Reference for consultancies, and tenders for procurement of inputs and services; and evaluate and provide recommendations on bids.
- Support the PM and PB in coordination between other projects and programs relevant to achieving the intended outcomes of the GEF-funded project.
- Provide support in negotiating synergies between the project and any parties beyond the scope of the project; facilitate strategic partnerships for resource mobilization.

Knowledge Management

- Support the PM to ensure adequate implementation of the project M&E plan through updates of project indicators and Tracking Tools, inputs to the Inception Report, GEF Project Implementation Report (PIR),

technical reports, quarterly reports, and other reports as may be required by UNDP, GEF and other oversight agencies.

- Participate in visits to project pilot sites and activities in order to monitor progress, flag risks to the timely/successful delivery of project activities, and provide advice for improvement if needed.
- Identify opportunities and facilitate exchange of knowledge and skills between stakeholders of this GEF-funded project and other successful interventions.
- Support knowledge management processes, identifying lessons learned and good practices from project implementation that can be replicated/upscaled, and ensuring that these are documented and disseminated in appropriate format to targeted audiences (also see Stakeholder Engagement Plan).

Qualifications

- University education (MSc or PhD) with expertise in the area of Natural Resources Management, Environmental Sciences, or related fields of expertise.
- At least 10 years of professional experience, of which at least eight are at international level.
- Previous experience relating to work on watershed design and management plan, mitigating sector pressures on land and water resources, advocacy work with multi-institutional partners, and mentoring and training in relevant technical areas.
- Strong skills in monitoring and evaluation and experience in implementing environmental projects.
- Previous experience with GEF projects is an added plus.
- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants.
- Be an effective negotiator with excellent oral and presentation skills.
- Excellent communication and writing skills in French and English.

STAKEHOLDER ENGAGEMENT OFFICER

Background

Under the overall supervision and guidance of the Project Manager, the Community Liaison Officer will have the responsibility for supporting the implementation of all project components.

Duties and Responsibilities

Specific responsibilities will include:

Stakeholder Engagement & Project Implementation Support

- Facilitate the updating and implementation of the Stakeholder Engagement Plan (available as Annex to the Project Document), ensuring adequate levels of engagement of all project stakeholders.
- Support the Project Manager in ensuring adequate gender mainstreaming in project implementation (see Gender Action Plan, available as Annex to the Project Document); develop and coordinate implementation of all gender-related work; review the Gender Action Plan annually, and update and revise corresponding management plans as necessary.
- Provide inputs the development, implementation and monitoring of all safeguards-related plans, including the development of an Environmental and Social Impact Assessment (ESIA), Environmental and Social Management Plan (ESMP) and Indigenous Peoples Plan (IPP) within the first 6 months of project implementation, as well as monitoring and reporting on progress in ESMP implementation, ensuring that UNDPs SES policy is fully met and reporting requirements are fulfilled.
- Provide support to the the setup and oversight of FPIC process
- Support the PM in ensuring that any grievances are adequately managed and addressed in a transparent manner, and recorded as per UNDP Accountability Mechanism (see Grievance Redress Mechanism in the Stakeholder Engagement Plan available as Annex to the Project Document); Ensure full disclosure with concerned stakeholders.

Knowledge Management

- Provide inputs into the project M&E plan, facilitate participatory M&E processes with stakeholders, and ensure monitoring of gender-related indicators.
- Support data collection for timely submission of the Inception Report, GEF Project Implementation Report (PIR), technical reports, quarterly reports, MTR and TE reports, and other reports as may be required by UNDP, GEF and other oversight agencies.
- Support the development and implementation of a project communication strategy, using appropriate communication mechanisms and tools to target various stakeholder groups.
- Ensure that lessons learned as well as good practices are captured during project implementation; facilitate dissemination to targeted audiences.

Qualifications

- Bachelor's degree, preferably in the field of community development, sustainable development, gender studies, or closely related area.
- Demonstrated understanding of the links between sustainable development, social and gender issues, with practical working experience relevant to gender mainstreaming, women's empowerment and sustainable development.
- Experience working with a range of different stakeholders to enhance their engagement in sustainable development actions, especially also at the local community level.
- Very good inter-personal skills
- Excellent analytical, writing, advocacy, presentation, and communications skills.
- Excellent language skills in English (writing, speaking and reading) and in local languages.

FINANCIAL AND ADMIN OFFICER

The Project Accountant will be a nationally recruited professional selected based on an open competitive process managed by UNDP. He/she shall be responsible for the overall financial management of the project, under the supervision of the PM. She/he will provide critical support to all financial and administrative aspects of the project, including inter alia on quarter/annual/mid-term and terminal financial reporting.

Duties and Responsibilities:

Admin and Financial Management

- Facilitate auditing and financial controls with respect to the Project.
- Ensure that project-related disbursements are carried out in a timely and efficient manner.
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account.
- Compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project.
- Prepare a monthly project bank reconciliation.
- Maintain a logical and comprehensive record of financial transactions, with supporting documentation, for reference and audit purposes.
- Provide the necessary assistance and documentation for the statutory audit of annual financial statements.
- Support the PM and TA in project related reporting and relevant organisational functions
- Perform all other duties as requested by the PM.
- Perform any other duty relevant to the assignment.
- Manage financial reporting of low value grants.

Procurement

- Prepare and implement procurement strategies, plans and, where applicable, procedures, including sourcing strategies and e-procurement tools and procurement plans.
- Ensure that all procurements and disbursements are carried out in compliance with the UNDP/GEF and Government of Djibouti requirements, which requires familiarity with the financial management procedures.

- Implementation of procurement related to the large infrastructure investments to be made under this project, in particular.
- Elaboration and implementation of cost saving and cost reduction strategies.
- Implementation of a well-functioning strategic procurement processes, from sourcing strategy, tendering, supplier selection and evaluation, quality management, customer relationship management, to performance measurement.
- Implements and guidance to, contracts management and administration strategy within the project, constantly guided by legal framework of the organization and assessing/minimizing all forms of risks in procurement.
- Evaluate offers and make recommendations for the finalization of purchases and the award of contracts. analyse and evaluate commodity tender results.
- Managing reporting requirements to Project Management on delivery of procurement services.

Qualifications

- A Diploma or Bachelor's Degree in Business Administration, Accounting or related fields.
- Knowledge of accounting policies and principles.
- At least five (5) years' work experience in administration, of which at least one year was closely related to support of project / program activities.
- Capable of working fairly independently.
- Excellent organizational skills.
- Excellent inter-personal skills and the ability to establish and maintain effective working relations with people.
- Excellent communication skills (oral and written) in French. fluency in English in an added advantage.
- Good computer skills and proficiency in standard computer applications (MS Word, MS Excel, etc.)

Driver

Background

Under the overall supervision and guidance of the Project Manager, the driver will have the responsibility for providing a driving support, applies and promotes a client-oriented approach consistent with UNDP rules and regulations, high sense of responsibility, courtesy, tact and the ability to work with people of different national and cultural backgrounds.

Duties and Responsibilities

Specific responsibilities will include:

- Timely and safe driving of project employees, consultants, project guests, project visitors, UNDP staff in the project official vehicles at the authorization from the project management;
- Performing tasks related to the daily maintenance of the vehicle;
- Maintaining daily vehicle logs (mileage, fuel consumption, travel routes) and submitting logs to the Administrative Officer on a timely basis;
- Ensuring that repair and maintenance services are done on project vehicles in time;
- Ensuring that all instructions regulating safe driving behavior and Rules of the Road are in hand and strictly followed;
- Ensuring that the vehicle has valid insurance and first aid kit;
- Driving the project's vehicle for delivery and collection of mails, documents, pouches, equipment and other administrative tasks as required under the project;
- Assist in the organization of and logistical preparation for field trips, visiting missions, etc.;
- Assist in reviewing records related to in-country missions and field trips;
- Support in registry of incoming and outgoing documents and correspondence;
- Provide clerical support to project activities;

- Assist in general maintenance of the office premises;
- Performing other duties as required.

Measurable outputs of the work assignment:

- Delivery of quality driving service through well maintaining of vehicle and safe driving.

Performance Indicators for evaluation of results:

- Excellent driving skills;
- Relations with colleagues and ability to be an effective team player;
- Initiative;
- Communication and listening skills.

Competencies

Skills and competencies expected of the individual:

- Communication;
- Delivery;
- Technical proficiency in vehicle maintenance;
- Excellent knowledge of the Djiboutian Rules of the Road;
- Be proactive, energetic, committed;
- Good interpersonal skills and team spirit;
- Punctuality;
- Ability to drive in difficult/extreme situations

Required Skills and Experience

Minimum qualifications and experience:

- Secondary Education;
- Valid Djiboutian driving license (minimum category B, preferable - all);
- At least 4 years of professional driving experience;
- Fluent French, English would be an asset.

ANNEX E. UNDP SOCIAL AND ENVIRONMENTAL SCREENING PROCEDURE

Project Information	
Project Title	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti Wadi watershed of Djibouti
Project Number	PIMS 5921 - GEF Project ID: 9599
Location	Republic of Djibouti

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

This project will address the three main dimensions of the interrelationship between human rights and environmental protection:

- The environment as a pre-requisite for the enjoyment of human rights, including the rights to life, health, food, water and sanitation.
- Certain human rights, especially access to information, participation in decision-making, and access to justice in environmental matters, as essential to good environmental decision-making.
- The right to a safe, healthy and ecologically-balanced environment as a human right in itself.

The project aims to uphold human rights while improving environmental sustainability and livelihoods of local communities in the Cheikhetti Wadi watershed of the Dikhil region in Djibouti. The project will facilitate integrated and sustainable management of land and water resources, improve institutional and technical capacity of government agencies and local communities to mitigate pressures on natural resources and address land degradation. The project will ensure the implementation of the human rights-based approach by fostering the full participation of all actors, including local communities, civil society associations and elected representatives at the regional level in the region. The project's design explicitly upholds the principles of accountability, participation and inclusion, and equality and non-discrimination.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project aims to empower women and ensure their active participation in implementation and decision-making processes by: i) adopting a targeted communication, advocacy and awareness raising approach to ensure that messages reach women and that their concerns and priorities are heard and subsequently addressed; ii) consulting women to facilitate their active participation in activities, while ensuring that this not affect other chores; iii) actively involving women in planning and implementation (e.g. regarding location and development of agropastoral farms, choice of crops, identification of IGAs adapted to them and meeting their needs, and every aspect likely to reduce their daily burden including wood and water collection); iv) involving women in the design, dissemination and marketing of energy-efficient cook stoves; v) developing training programs targeting women's specific activities and fostering their involvement in new activities such as composting and seed collection; vi) making locally managed credit facilities accessible to women for their specific activities. The project will pay special attention to ensuring that women have equitable access rights to resources, especially for female-headed households. The project will furthermore engage the National Union of Women of Djibouti to assure visibility and leverage. Lastly, awareness raising on gender equity will be incorporated into the training of government officials to encourage the implementation of gender-sensitive initiatives beyond the project's lifespan.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Environmental sustainability is the primary objective of the project as it is focused on restoration of land productive capacity through increase of aquifer recharge, revegetation, water and soil conservation, establishment of management measures to reduce unsustainable land use and development of alternative options to improve local communities' livelihoods. The enhanced management of groundwater/ aquifer recharge areas and the development of agricultural plots on the wadi terraces will enhance rainwater recharge over the whole area as well as through the bed of the wadi which will maintain favourable conditions to support the productivity of agropastoral activities and contribute to the environmental sustainability of the project. Water extraction will be informed by studies to ensure they are environmentally sustainable on the longer term. The project openly promotes the sustainable management of natural resources by promoting environmental services that do not negatively affect the resources base. The approach is aligned with the requirement for a precautionary approach to natural resource conservation and to promote climate-resilient objectives.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
<p>Risk 1. Given the chronic tribal and cultural conflicts in the area (incl. between Afar and Issa), project implementation could potentially favour one group over another, exclude one group from decision making, exacerbate conflict within and between communities and tribes, impact cultural expressions and traditional livelihoods, and restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups.</p> <p>Principle 1 Human Rights, Questions 1.1, 1.2., 1.3, 1.4, 1.8</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>The project specifically aims at improving resource governance through an integrated and highly participative approach.</p>	<p>As the project is categorized as High risk, an ESMF has been prepared and annexed to the ProDoc. Per the ESMF, all risks identified will be further assessed and managed through the preparation of an ESIA and ESMP during the first six months of project implementation and their subsequent implementation.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> The project will apply a human rights-based approach and actively engage stakeholders at all levels through targeted communication and outreach efforts (also see Stakeholder Engagement Plan, Annex F); including a grievance redress mechanism and Free, Prior and Informed Consent (FPIC) process where relevant.

				<ul style="list-style-type: none"> • Establishment of a watershed-level multi-stakeholder management committee, the “Cheikhetti Watershed Integrated Management Board” (CWIMB), which will act as a coordination, monitoring and decision making body for the oversight of the Cheikhetti Watershed Management Plan (CWMP); and establishment of local community structures to support co-management of water and rangeland resources. • Local communities will be involved in all decision-making processes leading to the formulation of agreements on access to pastoral resources. They will be represented in the CWIMB. • The project will provide capacity enhancement support, regular meetings, and ensure involvement in each stage of the process. At least 5 committees will be established and trained at the local level. • Communities have thus far demonstrated substantial support for the project. During the PPG stage, the team of experts used a list of criteria to select villages for inclusion in the project. A key criterion was social cohesion and commitment. Communities themselves realize their precarious situation and have shown openness to other solutions, including the reduction of herd size, and will be supported in their reflections through information and awareness activities. • Conflict resolution mechanisms will be established and implemented in line with UNDP policies, as indicated in the Stakeholder Engagement Plan.
Risk 2. There is a risk that rights-holders do not have the capacity to claim their rights and that duty-	I = 4 P = 3	High	Stakeholder capacity is generally weak in Djibouti,	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • The project has a strong focus on increasing skills and knowledge to all stakeholder groups,

<p>bearers do not have the capacity to meet their obligations</p> <p>Principle 1 Human Rights, Questions 1.5, 1.6</p>			<p>both within Government Ministries/ Departments/Agencies and at the local community level.</p>	<p>to enable active and meaningful engagement in project initiatives.</p> <ul style="list-style-type: none"> Beside capacity challenges, lack of sufficient political will to facilitate the required levels of transparency and accountability for integrated land management to be effective might be a risk. The steering committee that will be established by the project will contribute to incentivising Government partners through joint accountability mechanisms. The project will work to ensure that rights-holders are actively engaged in relevant capacity enhancement, outreach and awareness raising activities.
<p>Risk 3. Given the prevailing cultural and religious context, the project could potentially directly or indirectly reproduce discriminations against women based on gender, regarding participation, implementation or access to opportunities and benefits; this includes also a potentially more severe impact on women from changes in access to natural resources promoted by the project (increased labour in firewood or water collection, etc.)</p> <p>Principle 2 Gender, Questions 2.1, 2.2, 2.4</p>	<p>I = 2 P = 2</p>	<p>Low</p>		<p>For this risk specifically:</p> <ul style="list-style-type: none"> The project will implement a Gender Action Plan and ensure through monitoring that any discrimination of women is not tolerated by project stakeholders including beneficiaries.
<p>Risk 4. The project could cause harm to natural habitats/ ecosystems and ecosystem services, by i) water over-extraction by wells and changes in hydrology by water management infrastructures installed by the project grant or co-financing, ii) the provision of waterpoints for livestock in areas</p>	<p>I = 3 P = 2</p>	<p>Moderate</p>	<p>In principle, the project intends to achieve the opposite: soil and water conservation interventions including the restoration of native vegetation cover to maintain soil function and facilitate groundwater</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> To prevent unsustainable groundwater extraction, prior to any drilling, a detailed hydrological study will be conducted under output 2.1 to assess the water balance of the watershed and determine adequate sites for water management structures and construction of wells.

<p>that are currently inaccessible, and iii) reforestation activities that could replace natural ecosystems or even include the use of invasive species.</p> <p>Principle 3 Environmental Sustainability.</p> <p>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management, Questions 3.1.1, 3.1.5, 3.1.6, 3.1.8</p> <p>Standard 7: Pollution Prevention and Resource Efficiency, Question 3.7.5.</p>			<p>recharge. However, if poorly implemented the project could cause these impacts. The project will rehabilitate and/or build at least 26 small water management infrastructures and support mobilization of surface water (e.g. mini dams, impluvium tanks), and even though the extraction may not be <i>significant</i> at the landscape level it may lead to hydrological changes. The government also likes to build wells in communities without consideration of water use sustainability.</p>	<ul style="list-style-type: none"> • In addition, the establishment of a long-term monitoring system of water in the area will enable the adoption of an adaptive management approach. • To prevent waterpoints for livestock that could lead to unsustainable ecosystem impacts, an assessment of existing and required water points was done in preparation of the project, and a further assessment must be conducted before implementation/ construction • To prevent the unintended introduction of invasive species, care will be taken to use suitable native species in nursery establishment and planting/ reforestation schemes (IAS safeguards will be applied) and avoid harmful ecological impacts.
<p>Risk 5. The project will involve changes to land use and access to natural resources, incl. through changes in grazing regimes and waterpoints, and it may involve changes to land access and tenure (customary or not), that could harm local livelihoods and lead to economic displacement in some parts of the population, including Indigenous Peoples; in this sense, the project could affect the development priorities and cultural heritage (transhumance, value systems, wealth management) of some groups of Indigenous Peoples; as a result of project activities some traditionally nomadic herders may choose to settle and focus more on agricultural production.</p>	<p>I = 5 P = 3</p>	<p>High</p>	<p>The project will be active in areas that are largely inhabited by Afar and Somali ethnic groups. They are traditionally nomadic or semi-nomadic but have established some settlements in the area. The project specifically aims at improving resource governance with an integrated and participative approach to guarantee fair access for local communities. However, these risks may materialise unless due care is given. Any intervention in the target area, which has seen major transboundary conflict between Afar and Somali people/tribes, could lead to</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • Given that many if not most communities/ populations (Afar, Issa, etc.) in the target area can be considered Indigenous Peoples, the project must before the start of implementation prepare an Indigenous Peoples Plan (IPP) and emplace a process for Free and Prior Informed Consent (FPIC), to be implemented throughout the project duration. • IP safeguards will be applied throughout the project. • Also see response to Risk 1 above. • Capacity enhancement will be supported and monitored to ensure that all partners respect rights-holders access as well as sustainable use of natural resources. • Care will be taken to ensure that both Afar and Somali rights, culture and traditions are duly considered during project implementation.

<p>Principle 3 Environmental Sustainability.</p> <p>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management, Questions 3.1.3</p> <p>Standard 5: Displacement and Resettlement, Questions 3.5.2, 3.5.4</p> <p>Standard 6: Indigenous Peoples, Questions 3.6.1, 3.6.2, 3.6.3, 3.6.4, 3.6.5, 3.6.6, 3.6.7, 3.6.9</p>			<p>harmful development impacts on some stakeholder groups.</p>	<ul style="list-style-type: none"> • Applicable rights and claims to natural resources will be respected while working closely together with targeted communities to protect biodiversity and strengthen livelihoods. • Livelihood and income-generating activities will be developed in a participatory way, ensuring that both Afar and Somali benefit equitably. • Water and rangeland management committees (WMC and RMC) will be established in a participatory way and operationalized through capacity enhancement. The WMC and RMCs will include herders, local authorities and religious leaders (imams), and will also ensure adequate representation of women. • The project will furthermore facilitate the development of the Cheikhetti Watershed Management Plan (CWMP) through a participatory and gender responsive planning process, ensuring appropriate representation of key groups in negotiations of stakes and objectives to ensure buy-in and support. • A grievance mechanism will be established and implemented in line with UNDP policies, as indicated in the project Stakeholder Engagement Plan.
<p>Risk 6. Some project activities such as the construction of water management structures (micro-dams, etc), could potentially involve temporary or permanent and full or partial physical displacement, if not forced evictions; this applies also to Indigenous Peoples in the area.</p> <p>Principle 3 Environmental Sustainability.</p>	<p>I = 3 P = 1</p>	<p>Low</p>	<p>This risk is very low because the water structures will be small and can be adapted to local circumstances, also population density in the area is low.</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • Please see thee entries under Risk 5 above

<p>Standard 5: Displacement and Resettlement, Questions 3.5.1, 3.5.3</p> <p>Standard 6: Indigenous Peoples, Questions 3.6.6,</p>				
<p>Risk 7. Climate change is expected to lead to more extreme and unpredictable weather patterns in the Horn of Africa, most notably increased temperatures, droughts, and flash floods. Project success could hence be directly affected, and over the long term, climate change may undo project social and environmental outcomes (e.g. sustained drought reduces livelihood options and intensifies unsustainable grazing causing severe rangeland degradation). In addition, the installation of wells could be maladaptive if water extraction rates are or become unsustainable in spite of the project’s sustainability goals. Lastly, an investment in local development and water infrastructures could be wasted if the target areas become uninhabitable due to drought or heat.</p> <p>Principle 3 Environmental Sustainability. Standard 2: Climate Change Mitigation and Adaptation, Questions 3.2.2, 3.2.3</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>	<p>As explained under Risk 4, in principle the project intends to achieve the opposite: soil and water conservation interventions including the restoration of native vegetation cover to maintain soil function and facilitate groundwater recharge, which are valuable climate change adaptation measures. However, if poorly implemented the project could cause the mentioned impacts; it all hinges on sustainable extraction rates. The Moderate risk rating is given only for the immediate project duration timeframe, under the assumption that as yet we cannot assume that these areas soon become inhospitable.</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • All project interventions must fully reflect the expected extreme climatic conditions wherefore any interventions that don’t meet these requirements are maladaptive. • The project specifically aims to develop systems that emphasize environmental and social economic resilience. • The risk of unsustainable water extraction is addressed under Risk 4 above. • Further specific project interventions will be screened for the risk of maladaptive investments/practices • The project will promote climate-smart and crops and native species for reforestation to reduce the vulnerability of farmers, agro-pastoralists and herders. • The project will collaborate with climate change adaptation projects.
<p>Risk 8. The creation of wells and surface water management structures including tanks and mini-dams may offer new breeding areas for disease-bearing vectors especially mosquitoes</p>	<p>I = 2 P = 2</p>	<p>Low</p>		<p>For this risk specifically:</p> <ul style="list-style-type: none"> • Construction planning and oversight will ensure that risks are minimized • Beneficiaries will be made aware of the risks of stagnant water

(malaria is present), and poor water storage or treatment for drinking purposes may cause waterborne disease. Principle 3 Environmental Sustainability. Standard 3: Community Health, Safety and Working Conditions, Question 3.3.6				
Risk 9. Workers and community members could be at risk of accidents during construction of water management structures such as wells and dams. Principle 3 Environmental Sustainability. Standard 3: Community Health, Safety and Working Conditions, Question 3.3.1	I = 1 P = 1	Low	Construction work under the project will be relatively small-scale	For this risk specifically: <ul style="list-style-type: none"> • Construction planning and oversight will ensure that risks are minimized • Workers and beneficiaries will be made aware of the risks during construction, with unqualified/unauthorised personnel not allowed on site
Risk 10. Project support on rural livelihoods may lead to child labour (boys and girls), especially for livestock herding and farming/ gardening as well as for firewood, feedstock and water collecting Standard 3: Community Health, Safety and Working Conditions, Question 3.3.8	I = 2 P = 2	Low	Child labour is common especially in rural communities in Djibouti	For this risk specifically: <ul style="list-style-type: none"> • While it is unclear how this risk can be mitigated while also traditional values and cultural heritage (which can lead to such child labour in rural especially herder communities) are to be maintained or not questioned, the project will raise awareness about the issue and under its social safeguards measures monitor for child labour in particular
Risk 11. Like in similar other development projects, successful investment by government and donors in the target area might attract additional populations, increasing pressure on local natural resources and potentially undermining project success in turn. Successful livelihood interventions could offer beneficiaries	I = 2 P = 2	Low		For this risk specifically: <ul style="list-style-type: none"> • Potential impacts from “upstream” project activities, such as those involving planning support, policy advice and reform, or capacity building, will be assessed via a Strategic Environmental and Social Assessment (SESA). • Government and project team will monitor for such trends and intervene especially where significant immigration and behavioural or

<p>the resources needed to acquire new technologies/ equipment/ pesticides and greater livestock numbers with consequential environmental impacts. In addition, upscaling of the project's SLM interventions in other areas in Djibouti could replicate the same risks in these areas in an indirect manner.</p> <p>Principle 3 Environmental Sustainability. Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management, Question 3.1.11</p>				<p>wealth changes could undermine project success</p> <ul style="list-style-type: none"> • In replication efforts, which is linked to knowledge management under the project, care will be given to highlight the lessons learnt on risks
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	QUESTION 4: What is the overall Project risk categorization?	
	Select one (see SESP for guidance)	Comments
	Low Risk	
	Moderate Risk	
	High Risk	X
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?	
	Check all that apply	Comments
	<i>Principle 1: Human Rights</i>	X
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	X
	<i>Principle 3. Environmental Sustainability:</i>	X
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	X
	<i>2. Climate Change Mitigation and Adaptation.</i>	X
	<i>3. Community Health, Safety and Working Conditions</i>	X
	<i>4. Cultural Heritage</i>	
	<i>5. Displacement and Resettlement</i>	X
	<i>6. Indigenous Peoples</i>	X
	<i>7. Pollution Prevention and Resource Efficiency</i>	X
	All comments are reflected in the relevant risks	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP ATTACHMENT 1: SOCIAL AND ENVIRONMENTAL RISK SCREENING CHECKLIST

Checklist Potential Social and Environmental Risks		
Principle 1: Human Rights		Answer (Y/N)
1.1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Y
1.2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁵	Y
1.3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	Y
1.4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Y
1.5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y
1.6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
1.7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
1.8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Y
Principle 2: Gender Equality and Women's Empowerment		
2.1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	Y
2.2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Y
2.3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N
2.4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	Y
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		

³⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

3.1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	Y
3.1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	N
3.1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? <i>(Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</i>	Y
3.1.4	Would Project activities pose risks to endangered species?	N
3.1.5	Would the Project pose a risk of introducing invasive alien species?	Y
3.1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Y
3.1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
3.1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	Y
3.1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
3.1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
3.1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	Y
Standard 2: Climate Change Mitigation and Adaptation		
3.2.1	Will the proposed Project result in significant ³⁶ greenhouse gas emissions or may exacerbate climate change?	N
3.2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Y
3.2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	Y
Standard 3: Community Health, Safety and Working Conditions		
3.3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Y
3.3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N

³⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	Y
3.3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	Y
3.3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
3.4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N
3.4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
3.5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	Y
3.5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Y
3.5.3	Is there a risk that the Project would lead to forced evictions? ³⁷	Y
3.5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Y
Standard 6: Indigenous Peoples		
3.6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
3.6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Y
3.6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	Y
3.6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Y

³⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

3.6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Y
3.6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Y
3.6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	Y
3.6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N
3.6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Y
Standard 7: Pollution Prevention and Resource Efficiency		
3.7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N
3.7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
3.7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
3.7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
3.7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	Y

ANNEX F. ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK (ESMF)

Available as a separate document

ANNEX G. CAPACITY DEVELOPMENT PLAN

Actions	Audience	Provider	Timelines
Detailed mapping of relevant stakeholders and institutions involved in SLM (government agencies, national and international private companies, NGOs, regional authority, local communities, individuals)	Project	Project Manager, MHUE/DEDD	- Project inception
Training on UNDP-GEF project implementation, including results-based management, safeguards, risks, gender, adaptive management, etc.	Project staff, MHUE/DEDD, CERD	UNDP-GEF, TA, UNDP Djibouti	- 2 days initially at project inception - Refresh once every year
Capacity needs assessment and review, finalisation and adoption of capacity development plan	Project staff	TA, Project Manager, UNDP-GEF	- First 6 months of the project
Training on leadership to develop national capacities to ensure efficient multi-sectoral coordination of SLM initiatives	Project staff, Project Board, MHUE/DEDD, CERD, MAWFLMR.	TA and/or international individual expert or company to be procured.	- 5 days in Year 1 - 5 days in Year 3
Training on cross-sectoral planning, on watershed management concepts and tools, on capacities to federate and manage multi-stakeholder groups, on capacities to monitor the watershed management plan.	Project staff, Cheikhetti Watershed Management Board MHUE/ DEDD, CERD, decentralized staff of MAWFLMR and other Ministries.	TA and/or international individual expert or company to be procured.	- 5 days in Year 1 - 5 days in Year 3
Training on water and rangeland management: needs assessment, infrastructure maintenance, expenditure tracking, financial planning (costs and maintenance), negotiation capacities and conflicts prevention/management	Project staff, MHUE/DEDD, Ministry for Muslim Affairs, Culture and Wakfs Goods (MMACW)	Project Manager, local expert to be procured	- 3 days in Year 1 - 3 days in Year 2
Training with field work (farmer school approach) on basic technical aspects on agriculture (soil preparation and management, cropping, labour inputs, harvest, etc.), farm management, transformation and conservation of agricultural products, access to market, etc.)	CBOs (cooperatives, farmers, women groups), project staff.	Local expert or company to be procured with support from Gender and Community Engagement Expert	- 5 days in Year 2 - 5 days in Year 3 - 3 days in Year 4
Training on innovative financial products for rural communities: type of financial products, marketing of these products, rural projects assessment, risks identification for rural projects.	CPEC	International individual expert or company to be procured.	- 3 days in Year 2
Training seminar on microfinance: needs assessment, credits functioning, projects proposal writing, risks assessment, repayment of loans, etc.	CBOs (cooperatives, farmers, women groups), project staff.	Project Manager, local expert to be procured.	- 2 days in Year 2 - 2 days in Year 3 - 2 days in Year 4
On the job learning	Project staff, MHUE/DEDD, CERD	TA, UNDP Djibouti, UNDP-GEF	- Constant
Completion of UNDP Capacity Development Scorecard	Project	TA, Project Manager, UNDP-GEF	- Mid Term, End

Among key activities identified during the PPG: fences (preferably stone fences) to reduce predation; site preparation, mulching and stone lining, green manure and catch crops, to reduce evaporation and erosion; restoration of the soil productive capacity, preparation and use of organic amendments, including compost from crop residues and manure, green manure, setting up animal enclosures to enable manure collection; solar pumps and low-cost gravity micro-irrigation; agroforestry including establishment of nursery to produce seedlings, windbreaks composed of multiple-use climate-adaptive species (*Moringa*), plantations of fuel wood, fruit trees, fodder tree species, and species such *Acacia senegalensis* for the production of Arabic gum; seed

collection and treatment/conservation; pesticide-free control of pests and diseases; preparation of dry-season fodder reserves and other risk management measures; sustainable pasture/rangeland management and rotational grazing systems; capacity enhancement for basic veterinary care.

ANNEX H. STAKEHOLDER ENGAGEMENT PLAN

1. Information dissemination, consultation, and similar activities that took place during the PPG

Throughout the project's development, close contact was maintained with stakeholders at the national and local levels, and international partners were also consulted. All affected national and local government institutions were directly involved in project development, as were key donor agencies. Numerous consultations occurred with all of the above stakeholders to discuss different aspects of project design. This included:

- A series of bilateral discussions with national public institutions and multilateral agencies – notably the MHUE / Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources and especially the Directorate of Agriculture, the Directorate of Great Works / Ministry of Education and Research, CERD, Prefecture councils in Dikhil a wide range of national institutions, FAO, WFP, ADDS – to solicit information on the current project baseline, consult on proposed project interventions and confirm the political, administrative, operational and financial commitment of project partners (including securing co-financing commitments);
- A series of consultative field visits and meetings with the relevant responsible institutions in the Dikhil region. These field visits and meetings sought to assess the local challenges *in situ*, and consultatively identify prospective solutions;
- Specific field assessments were conducted in the villages with the communities to assess their needs are current capacities to change their practices;
- Validation workshop to present the detailed project outputs, activities, budgets and implementation arrangements to all stakeholders, including all key government agencies and institutions; and
- Iterative circulation of the project documentation for review and comments.

In detail, PPG team met with the following national and international stakeholders:

Institutions / organisations	Participants
UNDP	-United Nations Resident Coordinator Barbara Manzi -Hassan Ali
Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources MAERH	-General Secretary -Director "Livestock " -Director "Great works" -Project Manager
Ministry of environment MHUE	-General Secretary M. Dini Abdallah -Director Houssein Rirache -Deputy director Abdoufatah Abdoulrahman Arab -UNDP focus point Abdallah
CERD	-Director Jallaloudine
Ministry of Education and Research MENFOP	-Executive Director Nima Hassan Kodar ETFP/DVSP -Executive Director Amina Ali ETFP/ET
UNFD	-General Secretary Fatouma Moussa -Project Coordinator Roukiya Ali
Association paix et lait	-Executive Director Mohamed Egueh -Financial Director Mahmoud Houssein Dirir
Ministry of Muslim Affairs, Culture and waqf FAO	Interim General Secretary Idriss Moussa -National Representative Pissang -Project Coordinator Mario Cipolla -Project Coordinator Fallou
WFP	-Aden Ali Aden, MSE -Program Director Antoine

UNICEF	Department Director Alexandra
Ministry of Energy	Interim General Secretary Mohamed Kiley Wais
University of Djibouti	Dr Ibrahim ROBLEH, microfinance expert
World Bank	COO Kadar Mahmoud Omar
ONG La Caravane Du Développement De Gobaad -Djibouti	-President Hamadou Mohamed -Vice-President Saida Moussa, -Adan Arabarim, commission environment -Project Manager Idris Mohamed
ADDS	-Social department director Dirieh Farah -Technical Counsellor Jean Ralahatra
Regional Council of Dikhil	-President Abdoulrahman -Prefect of Dikhil Mohamed Cheiko Hassan -Cooperative Harou Gari
CPEC Dikhil	-Director CPEC Dikhil Mohamed Aboubaker -Regional Council Officer of the Board of Directors Faycal Aboubakar
Livestock Direction of Dikhil	-Director / veterinary

Consultations were carried out by PPG team during two field missions in Dikhil area:

- **Preliminary field visit:** The two national experts conducted a first field study from 13 to 17 August 2018 to pre-identify the specific issues of the area. Interviews were conducted with local communities in the grazing / rangeland areas of the Cheikhetti watershed.
- **In-depth field visit:** The second field mission was organized from 29 August to 4 September 2018 and involved national and international consultants. The team conducted extensive consultations with the Government of Djibouti, national and local actors and local communities.

Overall, the following indigenous communities have been consulted:

Afar communities	Somali communities
- Abaitou	- Bondara
- Abou Youssouf	- Cheikheitti camp
- Gallamo	- Cheikh Sabir
- Kontali	- Sabloulou
- Masguidlou camp (chief town Kontali)	- Said Gaban camp

2. Approach to stakeholder participation

The projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders

Principle	Stakeholder participation will:
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

3. Stakeholder involvement plan

The project's design incorporates several features to ensure ongoing and effective stakeholder participation in the project's implementation. The mechanisms to facilitate involvement and active participation of different stakeholder in project implementation will comprise a number of different elements:

(i) Project inception workshop to enable stakeholder awareness of the start of project implementation

The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the project work plan. It will also establish a basis for further consultation as the project's implementation commences.

The inception workshop will address a number of key issues including: assist all partners to fully understand and take ownership of the project; detail the roles, support services and complementary responsibilities of the DEDD, the PMU – and all partners identified *vis à vis* the implementation of project outputs and activities; and discuss the roles, functions, and responsibilities within the project structure, including reporting and communication lines, and conflict resolution mechanisms.

The Workshop will also be a forum to: review the project budget; finalize the first annual work plan as well as review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks; provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements; and plan and schedule project meetings for the Steering Committee.

(ii) Constitution of Steering Committee to ensure representation of stakeholder interests in project

A Project Board or Steering Committee (SC) will be constituted to ensure broad representation of all key interests throughout the project's implementation. The representation, and broad terms of reference, of the SC are further described in Management Arrangements Section of the Project Document.

(iii) Establishment of a Project Management team to oversee stakeholder engagement processes during project

The Project Management Unit (PMU) - comprising a Project Manager (PM), a CTA, a Project Finance and admin Officer (PFA) - will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. The PM, CTA and PFA will be located at the offices of the regional council in Dikhil to ensure coordination among key stakeholder organizations at the national level during the project period. National meetings and coordination between Ministries and partners will be conducted through regular travels to from Djibouti city, as Djibouti is not a very large country.

(iv) Project communications to facilitate ongoing awareness of project

The project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project's objectives; the projects activities; overall project progress; and the opportunities for involvement in various aspects of the project's implementation. This strategy will ensure the use of communication techniques and approaches that appropriate to the local contexts such as appropriate languages and other skills that enhance communication effectiveness. The project will develop and maintain a web-based platform for sharing and disseminating information on sustainable pasture and SLM and management

practices across the watershed and nationally (see component 4).

(v) Stakeholder consultation and participation in project implementation

A comprehensive stakeholder consultation and participation process will be developed and implemented for each all project outputs/activities. Project design is based on a multi-stakeholder approach and the coordination of engagement by various sectors. Especially the Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR), and the Ministry of Higher Education and Research have a direct interest and role to play in the implementation of the project. A participatory approach will be adopted to facilitate the continued involvement of local stakeholders including the vulnerable and marginalized members of the community (including women). Wherever possible, opportunities will be created to train and employ local residents from villages proximate to sites targeted for project intervention (e.g. sites targeted for land restoration/rehabilitation; sites targeted for income generating activities; etc.). The table below proposes a stakeholder involvement plan for the implementation phase.

Outputs	Stakeholders	Key responsibilities
1.1: The Cheikhetti Watershed Management Integrated Management Board is established	DEDD/MHUE Regional Council of Dikhil Private sector, regional authorities, civil society, community leaders. CERD	Create the CWIMB based as an integrated governance platform. Organise and animate regional committees. Provide information and documentation about land use in the Cheikhetti watershed. Bring capitalization and promote exchange between stakeholders. Identification of major threat to land and water, key activities, support the implementation of activities, mobilization of communities. Supervise the process of the integrated management plan
1.2: Water and rangeland management committees are established and operationalized	PMU MMACW CWIMB Regional Council, DEDD/MHUE	Create the WRMC Develop capacities of members of the WRMC, identify potential source of conflict and ensure mediation Facilitate the meetings, bring information to the CWIMB, exchange information Contribute to the integrated management plan
1.3: Capacity development programme designed and implemented for adoption of sustainable land management and farming practices	PMU DEDD/MHUE	From the capacities development plan, design a tailored technical program and implement it. Organize trainings and follow-up. Track the improvement with the UNDP CD scorecard.
2.1: A water monitoring system provides information for adaptive management of the Cheikhetti watershed	CERD PMU CWIMB	Conduct study to assess water needs in the watershed Install and maintain water measurement system. Purchase water measurement points, share the results with other national and international institutions Integrate results from the water monitoring system in the watershed management plan.
2.2: The Cheikhetti Watershed Management Plan is developed and includes agropastoral farm plans	PMU CWIMB DEDD/MHUE Regional Council Other Ministries	Recruit consultants to drive the process of management plan design. Coordinate and monitor on integrated management Facilitate de planning, coordinate with other ministries

Outputs	Stakeholders	Key responsibilities
2.3: Water management structures are rehabilitated/built	PMU DEDD/MHUE ADDS Communities	Carry out consultations and site identification. Purchase material. Support the II work approach, in partnership with the food for asset program. Co-finance according top the management plan. Bring labour for the infrastructure rehabilitation.
3.1: A rural microfinance platform is set up	PMU MHUE CPEC University of Djibouti	Establish the partnership between MHUE, CPEC and University. Develop appropriate financial products for rural families. Capacity-building trainings.
3.2: Land uses implemented in key areas to implement watershed plan	PMU MAWFHMR Communities	Assist communities in the creation/ restoration of agropastoral farms. Provide technical assistance to farms creation and organisation of communities. Train communities in sustainable agro-ecology practice. Bring labour
3.3: Livelihood program developed and implemented	PMU NGO	Carry out the feasibility study, write the call for projects and manage the grant. Implement livelihood program.
3.4: At least 650 ha of lands (pastures and riverbanks) are restored by improving vegetation cover	PMU Communities	Introduce sustainable agro-ecology practice Assist communities in organizing and creating stone lines, Zaï and ANR techniques Sensitize farmers on the effectiveness of sustainable practices
4.1: Knowledge platform and monitoring system set up	PMU MHUE / MAWFHMR Communities	Develop a web-site gathering all information of the areas Organize workshop to share best practices and lessons learnt
4.2: Gender mainstreaming strategy implemented in the Dikhil region	PMU MHUE NGOs, government oragnizations, local communities	Design a gender strategy Include gender mainstreaming consideration into the project strategy and implementation Organize gender sensitivity in villages
4.3: Replication Strategy and Action Plan developed at a national scale	PME MHUE / MAWFHMR	Design a Replication Strategy and Action Plan to scale-up and mainstream integrated management approaches

(vi) Formal structures to facilitate stakeholder involvement in project activities

The project will also actively seek to establish formalized structures to ensure the ongoing participation of local and institutional stakeholders in sustainable land management and project activities i.e. through the formal establishment of community management entities for water and rangelands. The established formal structures will support the establishment as an institutional mechanism to improve the communication, collaboration and cooperation local communities, tenure holders, rights holders, natural resource users and the relevant national, regional and local administrations.

(vii) Capacity building

All project activities are strategically focused on building the capacity - at the systemic, institutional and individual level - in order to ensure sustainability of initial project investments. A capacities development plan has been designed (see Annex). Wherever possible, the project will seek to build the capacity of local communities (e.g. local community groups and vulnerable and marginalized segments) to enable them to actively participate in project activities. The project will, wherever possible, use the services and facilities of existing local training and skills development institutions.

4. Coordination with other related initiatives

Detailed coordination with other ongoing initiatives and amongst project partners has been built into the project design. See, for example, Section IV. Results and Partnerships.

5. Grievance Redress Mechanism

In case any grievances exist among project beneficiaries, stakeholders or partners, they will initially be encouraged to direct these to the Project Manager and provide him/her with sufficient background information in order to assess the cause of the grievance and identify possible solutions. If the PM based on his/her assessment of the seriousness and complexity of the problem is not able to provide a solution, the grievance may be escalated to the relevant (Government) partner and/or the Project Steering Committee. The PSC may decide to organise an ad hoc meeting in order to address the issue, or, if appropriate depending on the urgency, park the issue until the next planned regular meeting.

All grievances should be adequately documented and flagged by the PM, including the causes, responses, and outcomes of actions taken to address the problem. The UNDP Country Office in Djibouti as well as the UNDP-GEF Regional Technical Advisor should be notified immediately in case of grievances that may directly/indirectly hamper project implementation and/or (potentially) affect the reputation of the organisation.

UNDP' recognizes that even with strong planning and stakeholder engagement, unanticipated issues can still arise. Therefore, it's social and environmental compliance reviews and stakeholder response mechanisms are underpinned by an Accountability Mechanism³⁸ with two key components:

1. A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies; and
2. A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples, and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

The Accountability Mechanism is available to all of UNDP's project stakeholders. SECU investigates concerns about non-compliance with UNDP's Social and Environmental Standards and Screening Procedure raised by project-affected stakeholders, and recommends measures to address findings of non-compliance. The Stakeholder Response Mechanism helps project-affected stakeholders, UNDP's partners (governments, NGOs, businesses) and others jointly address grievances or disputes related to the social and/or environmental impacts of UNDP-supported projects.

Existing national and sector forums may also provide important opportunities for stakeholders to provide feedback on project implementation. Utilization of existing structures and processes to engage stakeholders is encouraged, as this may provide opportunities for issues to be raised before they develop into more significant grievances. However, such fora would not substitute for specific project grievance redress mechanisms (GRM39) that may be required.

³⁸ <https://www.undp.org/content/undp/en/home/accountability/audit/secu-srm.html>

³⁹ https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Supplemental%20Guidance_Grievance%20Redress%20Mechanisms.pdf

Accessibility is a key principle for any accountability mechanism. Since accessibility starts with awareness raising, the PM will need to take responsibility for ensuring that project-affected people and communities are informed of UNDP's Accountability Mechanism and the GRM. The stakeholder engagement process provides a key entry point to do this awareness raising and ensure that information about UNDP's Accountability Mechanism is made available to all project beneficiaries and partners. Communication materials are available in the online SES Toolkit⁴⁰ to support this effort.

⁴⁰ https://info.undp.org/sites/bpps/SES_Toolkit/SitePages/Communication%20Materials.aspx

ANNEX I. GENDER ANALYSIS AND ACTION PLAN

The full report of the PPG Gender expert is available as separate document (Annex I-I). Below is the gender action plan extracted from the full report.

	Project description	Objectively verifiable indicators		Sources of verification	Stakeholders
		Baseline	Expected results		
Overall objective	The project to identify and integrate gender considerations into the development of the present project entitled "Sustainable management of water resources, pastures and agro-pastoral areas in the Wadi Cheikhetti catchment area of Djibouti".				
Responses to Challenges: In terms of women's participation in decision-making and access to information					
Specific objective 1	Women's participation in decision-making and access to information for women is visibly improved				
Result 1	Advocacy with the various stakeholders of the project (by religious leaders, parliamentarians, decision-makers and civil and political society) on human rights and women's rights in particular;	Sexist speeches have been made by some officials regarding the role of women and their duty to men/husbands	- 1 program is developed -at least 50% of stakeholders attended the awareness raising (see number of attendance sheets) -80% of officials from the Ministries of Environment and Agriculture, Council and Dikhil Prefecture took part in the workshops	-Training report -Monthly report from the project team -Gender expert report -See number and title of responsibility of participants on the attendance form	MHUE (+ coordination cell) UNFD/MFF/MAM
Result 2	Enhance the place and roles of women through programs, spots, cultural activities... in society through the audiovisual media in particular (in national languages; Somali and Afar)	The distribution of work and access to and control of resources are unevenly (or traditionally said) distributed in favor of the male sex	-1 communication program has been developed - 5 Periodic broadcasting, at a rate of 2 per month, of television and/or radio programs... promoting the place and role of women in society	- Program Document - Media sheets - Video or radio support	MHUE (+ coordination cell) UNFD/MFF/MAM
Result 3	Strengthen women's capacities (local associations, committees, etc.) in oral communication, "self-confidence" or "empowerment" and financial management (in local languages)	No training on these topics has been provided in the 9 localities	-1 training program is developed -training on oral communication in local languages is carried out - training on "Empowerment" in local languages is carried out -training in local languages on financial management is carried out	-Training report -Field report	MHUE (+ coordination cell) UNFD/MFF CPEC/ADDS
Result 4	Organize awareness-raising campaigns aimed at the local population, especially men, to combat prejudices concerning	Raising awareness activities have been carried out by the MFF or UNFD but has not	-1 biannual awareness campaign in local languages targeting different themes for each	-Field report -Monthly report from the project team	MHUE (+ coordination cell) UNFD/MFF/MAM

	women's egalitarian rights (based on legal and Islamic law)	been quantified or dated		-Gender expert report -visual proofs (photos, videos)	
Responses to Challenges: In terms of agro-pastoralism					
Specific objective 2	The participation and contribution of women and girls in agropastoralism is effective and quantifiable				
Result 1	Introduce training modules on new agro-pastoral techniques for women and girls	Of the 9 localities, 2 (Gallamo and Abaitou) have been able to benefit from some experience in this field	-At least 3 training modules have been developed - At least 1 module per semester has been delivered for women and girls	-Training report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MAERH/CERD/FAO/Associations to be determined
Result 2	Identify experienced "entrepreneurs/agriculturists" (e.g. Djama Guedi, Ali Guelleh and the Abaitou Women's Association) at the local level to carry out interventions in a mentoring role and provide practical advice	Djama Guedi, Ali Guelleh and the Abaitou Women's Association have been identified but other mentors from Djibouti city or other regions can also participate	- "Entrepreneurs" such as Djama Guedi, Ali Guelleh and the Abaitou women's association have been recruited - at least 1 quarterly intervention in the field has been organised	-Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MAERH
Result 3	Organize practical and technical exchanges of experience/ learning (agriculture) and evaluate their impact on women	1 experiment only for the women of Abaitou has been carried out with the women of Tadjourah in the social and cultural field in recent years	-an annual schedule of exchanges of experience has been drawn up - 1 annual exchange was carried out for all localities -1 impact assessment has been carried out	-Exchange planning - Impact assessment report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MAERH/Associations to be determined
Responses to Challenges: In terms of land and livestock ownership					
Specific objective 3	The women and young girls who have dropped out of school and who are the main beneficiaries of the project own plots and livestock				
Result 1	Grant perimeters to women and young girls who have dropped out of school and who have reached the age of majority on the parcels of land	2 localities (Abaitou and Gallamo) benefited from agricultural perimeters for women in the 9 localities	- plots were granted to adult women/girls in each locality - at least 30% of the parcels allocated in each locality belong to women/girls of full age	- Land titles -Agreement signed with the local chiefs of the localities granting the parcels -Field report	MHUE (+ coordination cell)/MAERH Dikhil Prefecture

				<ul style="list-style-type: none"> -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	
Result 2	Granting livestock to women and young girls who have dropped out of school	No localities out of the 9 have received livestock grants for women/girls	<ul style="list-style-type: none"> - livestock have been granted to adult women/girls in each locality - at least 30% of the livestock allocation in each locality belongs to women/girls of full age 	<ul style="list-style-type: none"> -Agreement signed with the heads of the localities granting the livestock -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination cell)/MAERH FAO
Result 3	Support beneficiaries in the land legalization process or in negotiations with men so that they can legally own land	<p>There is only the town of Abaitou where the village chief (Ali Guelleh) guarantees women their perimeters</p> <p>There is the case of Gallamo where women have plots but in conflict with men</p> <p>No land ownership has been granted to women in the 9 localities</p>	<ul style="list-style-type: none"> -Exchanges and discussions with village chiefs were held to guarantee women their property (agricultural perimeters or livestock) -procedures with the prefecture and/or local authorities have been carried out to obtain the land deed for agricultural areas on behalf of women or women's associations -at least 50% of women/women's 	<ul style="list-style-type: none"> -Land titles -Agreement signed with the local chiefs of the localities granting the parcels and livestock -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination cell)/MAERH Dikhil Prefecture, Dikhil Regional Council and Dikhil Local Elected Officials
Result 4	Organize an exchange between the Abaitou women's association and women from the other 8 localities to learn from their success story in terms of ownership and access to land, and ownership and control of their resources and assess the impact	No experiments have been conducted with women	<ul style="list-style-type: none"> -an annual schedule of exchanges of experience has been drawn up - 1 annual exchange was carried out for all localities -1 impact assessment has been carried out 	<ul style="list-style-type: none"> -Exchange planning - Impact assessment report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination cell)/MAERH/ Associations to be determined
Responses to Challenges: Energy source, environment and reduction of women's workload					
Specific objective 4	Women and the local population use so-called "green" energy sources and have reduced the use of wood in their homes by almost half				

Result 1	Introduce the use of improved or solar ovens for women to reduce wood use and, at the same time, women's wood cutting workload and raise awareness among beneficiaries of the environmental impact of wood cutting	0 distribution of ovens in the 9 localities	<ul style="list-style-type: none"> - Improved or solar ovens were distributed to women in each community - Practical training has been provided -An awareness campaign was carried out 	<ul style="list-style-type: none"> -Distribution planning -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination unit)/Ministry of Energy/ADDS/FAO
Result 2	Introduce new so-called "green" energy techniques to reduce the impact on the environment and reduce women's workload	0 training on the 9 localities	<ul style="list-style-type: none"> New so-called "green" energy techniques have been introduced -a survey of women was conducted to assess the impact on their daily workload 	<ul style="list-style-type: none"> -Investigation -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination unit)/Ministry of Energy/ADDS/FAO
Result 2	Distribute solar kits for families for household lighting	Some (not listed) distributions of solar panel kits in some localities out of the 9	- kits were distributed to families in each locality	<ul style="list-style-type: none"> -Distribution planning -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination unit)/Ministry of Energy/ADDS/FAO
Responses to Challenges: In terms of income-generating activities, micro-credits and reducing women's workloads					
Specific objective 5	Improving access to productive resources (credit, capital, technical assistance, agricultural inputs)				
Result 1	Raise awareness among rural communities and particularly women/girls to the granting of micro-credit	No awareness at the rural level	All localities have benefited from awareness- raising (9 out of 9 localities)	<ul style="list-style-type: none"> -Awareness report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination unit)/ADDS (CEPEC of Dikhil)/UNFD
Result 2	Support beneficiaries (especially women/girls or women's associations or cooperatives) to set up their project for the granting of credit	No granting of micro-credits	-In all localities, the community and particularly women or women's associations or cooperatives have benefited from credit (9 out of 9 localities)	<ul style="list-style-type: none"> -CPEC Report - List of beneficiaries - Grant file -Monthly report from the project team -Gender expert report -visual proofs (photos, videos) 	MHUE (+ coordination unit)/ADDS(CEPEC of Dikhil)//UNFD
Result 3	Introduce training modules (by CPEC or UNFD) to develop professional		-Training modules have been provided	<ul style="list-style-type: none"> -Training report -Field report 	MHUE (+

	capacities and skills in management and financing planning, market research...for young people and especially women/girls	0 training on the 9 localities	by CPEC or UNFD at least once a year for each locality	-Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	coordination unit)/ADDS(CEPEC of Dikhil)//UNFD
Result 4	Encourage the establishment of production cooperatives adapted to the community's consumption needs	1 in the process of being obtained (Abaittou) on the 9 localities	- 1 cooperative for each locality has been created	-Cooperative receipt -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination unit)/MFF/ADDS (Dikhil CEPEC) / UNFD
Result 5	Develop training and demonstration projects for the diversification and improvement of family nutrition (benefits of dates, moringa...), domestic food conservation of agricultural products for domestic or commercial purposes;	0 training on the 9 localities	-At least 3 training modules have been developed - At least 1 module per semester was delivered for women and youth	-Training/Awareness Report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MFF/UNFD
Result 6	Support the production of new species (fruit/vegetables) and the distribution of food products with high nutritional value through training and micro- credits;	Some localities (not listed) have introduced the production of date palms and moringa Some localities (not listed) receive food assistance from NGOs such as WAMY and UN partners (WFP/FAO)	-New species with high nutritional values have been introduced into local agriculture - New foods with high nutritional value have been distributed -Training has been provided - Micro-credits to support these productions have been granted	-Training/Awareness Report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MAERH/FAO/WFP/NGO WAMY
Result 7	Develop and implement IEC programs to counter preconceived notions about debt and credit especially for women	0 awareness of the CPEC on the 9 localities	At 50% of those who were sensitized changed their minds about preconceived ideas about illegal debt	-Awareness report -Field report -Monthly report from the project team -Gender expert report -visual proofs (photos, videos)	MHUE (+ coordination cell)/MFF/MAM/ADDS/CP EC/UNFD
Result 8	Strengthen women's participation in local and regional trade (exhibition-sales/partnership with major retailers in Djibouti city/creation of Label...etc)	Exposure/sales were conducted by the MFF and UNFD but once a year but not on a regular basis	-a program is developed -commercial initiatives have been put in place -women or groups of women benefit significantly from these initiatives	-Monthly report from the project team -Gender expert report -visual proofs (photos, videos) -satisfaction survey of beneficiaries	MHUE (+ coordination cell)/MFF/ADDS/UN DP/CP EC/UNFD

Challenges of the coordination unit					
Specific objective 6	The project unit effectively ensures that gender issues are taken into account and that women are involved				
Result 1	Ensure that at least 30% of women are represented on management, steering and coordination committees...etc	x	-at least 30% or more women/girls are represented on each committee	-List of committees reports -Monthly report from the project team - Gender expert report	MHUE Coordinator project
Result 2	Integrate a gender expert for the annual evaluation of this action plan to measure the impact on beneficiary groups (especially women/girls) and use the recommendations to adjust actions	x	-a gender expert is recruited	-TDR and contract developed -Annual report of the project team -Gender expert report	MHUE Coordinator project
Result 3	Organize information and awareness-raising meetings on the importance of the gender aspect in all actions with all partners (national and Dikhil region) with the support of the gender expert	x	information and awareness-raising meetings on the importance of the gender aspect with all partners are organised with the support of the gender expert annually	-Activity report -Annual report -Gender expert report	MHUE Coordinator project
Result 4	Pay particular attention to the social conflict between women and men in Gallamo and reach a fair and amicable agreement on the distribution of water for the plots;	-The women had agricultural perimeters but the men refuse them water supply (under the pretext that remains to be verified) due to lack of water -The men have their own perimeters but some have given up - the women have requested Ali Guelleh's intervention to represent their interests in any negotiations with men	-Meetings were held to resolve the social conflict -An agreement has been reached on an equal distribution of water for agricultural parcels	-Activity report Annual report -Annual report -Gender expert report	MHUE (+ coordination cell)/MAERH Dikhil Prefecture Dikhil Regional Council and elected Dikhil local officials
	Ensure that basic social services activities (specific objective 7) are carried out and carried out by the respective sectorial departments	See the education, health and water and sanitation needs for the 9 localities	Efforts have been made in education, health and water and sanitation for the 9 localities	-Activity report -Annual report -Gender expert report	MHUE Coordinator Project project/PNUD/ Dikhil Prefecture

					Dikhil Regional Council and local elected officials of Dikhil
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ANNEX J. UNDP RISK LOG

#	Type & Description	Impact, Probability, Rating	Countermeasures / Mngt response	Owner	Last Update
Social and Environmental Safeguards Risks					
1	Social Given the chronic tribal and cultural conflicts in the area (incl. between Afar and Issa), project implementation could potentially favour one group over another, exclude one group from decision making, exacerbate conflict within and between communities and tribes, impact cultural expressions and traditional livelihoods, and restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups	I = 4 P = 2 Moderate	<p>As the project is categorized as High risk, an ESMF has been prepared and annexed to the ProDoc. Per the ESMF, all risks identified will be further assessed and managed through the preparation of an ESIA and ESMP during the first six months of project implementation and their subsequent implementation.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> The project will apply a human rights-based approach and actively engage stakeholders at all levels through targeted communication and outreach efforts (also see Stakeholder Engagement Plan, Annex F); including a grievance redress mechanism and Free, Prior and Informed Consent (FPIC) process where relevant. Establishment of a watershed-level multi-stakeholder management committee, the “Cheikhetti Watershed Integrated Management Board” (CWIMB), which will act as a coordination, monitoring and decision making body for the oversight of the Cheikhetti Watershed Management Plan (CWMP); and establishment of local community structures to support co-management of water and rangeland resources. Local communities will be involved in all decision-making processes leading to the formulation of agreements on access to pastoral resources. They will be represented in the CWIMB. The project will provide capacity enhancement support, regular meetings, and ensure involvement in each stage of the process. At least 5 committees will be established and trained at the local level. Communities have thus far demonstrated substantial support for the project. During the PPG stage, the team of experts used a list of criteria to select villages for inclusion in the project. A key criterion was social cohesion and commitment. Communities themselves realize their precarious situation and have shown openness to other solutions, including the reduction of herd size, and will be supported in their reflections through information and awareness activities. Conflict resolution mechanisms will be established and implemented in line with UNDP policies, as indicated in the Stakeholder Engagement Plan. 	IP, PMU	March 2021
2	Social	I = 4 P = 3	Stakeholder capacity is generally weak in Djibouti, both within Government Ministries/ Departments/Agencies and at the local community level.	IP, PMU	March 2021

	There is a risk that rights-holders do not have the capacity to claim their rights and that duty-bearers do not have the capacity to meet their obligations	High	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • The project has a strong focus on increasing skills and knowledge to all stakeholder groups, to enable active and meaningful engagement in project initiatives. • Beside capacity challenges, lack of sufficient political will to facilitate the required levels of transparency and accountability for integrated land management to be effective might be a risk. The steering committee that will be established by the project will contribute to incentivising Government partners through joint accountability mechanisms. • The project will work to ensure that rights-holders are actively engaged in relevant capacity enhancement, outreach and awareness raising activities. 		
3	<p>Social</p> <p>Given the prevailing cultural and religious context, the project could potentially directly or indirectly reproduce discriminations against women based on gender, regarding participation, implementation or access to opportunities and benefits; this includes also a potentially more severe impact on women from changes in access to natural resources promoted by the project (increased labour in firewood or water collection, etc.)</p>	<p>I = 2 P = 2 Low</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • The project will implement a Gender Action Plan and ensure through monitoring that any discrimination of women is not tolerated by project stakeholders including beneficiaries. 	IP, PMU	March 2021
4	<p>Environmental</p> <p>The project could cause harm to natural habitats/ ecosystems and ecosystem services, by i) water over-extraction by wells and changes in hydrology by water management infrastructures installed by the project grant or co-financing, ii) the provision of waterpoints for livestock in areas that are currently inaccessible, and iii) reforestation activities that could replace natural ecosystems or even include the use of invasive species.</p>	<p>I = 3 P = 2 Moderate</p>	<p>In principle, the project intends to achieve the opposite: soil and water conservation interventions including the restoration of native vegetation cover to maintain soil function and facilitate groundwater recharge. However, if poorly implemented the project could cause these impacts. The project will rehabilitate and/or build at least 26 small water management infrastructures and support mobilization of surface water (e.g. mini dams, impluvium tanks), and even though the extraction may not be <i>significant</i> at the landscape level it may lead to hydrological changes. The government also likes to build wells in communities without consideration of water use sustainability.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> • To prevent unsustainable groundwater extraction, prior to any drilling, a detailed hydrological study will be conducted under output 2.1 to assess the water balance of the watershed and determine adequate sites for water management structures and construction of wells. • In addition, the establishment of a long-term monitoring system of water in the area will enable the adoption of an adaptive management approach. 	IP, PMU	March 2021

			<ul style="list-style-type: none"> • To prevent waterpoints for livestock that could lead to unsustainable ecosystem impacts, an assessment of existing and required water points was done in preparation of the project, and a further assessment must be conducted before implementation/ construction • To prevent the unintended introduction of invasive species, care will be taken to use suitable native species in nursery establishment and planting/ reforestation schemes (IAS safeguards will be applied) and avoid harmful ecological impacts. 		
5	<p>Social</p> <p>The project will involve changes to land use and access to natural resources, incl. through changes in grazing regimes and waterpoints, and it may involve changes to land access and tenure (customary or not), that could harm local livelihoods and lead to economic displacement in some parts of the population, including Indigenous Peoples; in this sense, the project could affect the development priorities and cultural heritage (transhumance, value systems, wealth management) of some groups of Indigenous Peoples; as a result of project activities some traditionally nomadic herders may choose to settle and focus more on agricultural production.</p>	<p>I = 5 P = 3 High</p>	<p>The project will be active in areas that are largely inhabited by Afar and Somali ethnic groups. They are traditionally nomadic or semi-nomadic but have established some settlements in the area.</p> <p>The project specifically aims at improving resource governance with an integrated and participative approach to guarantee fair access for local communities. However, these risks may materialise unless due care is given. Any intervention in the target area, which has seen major transboundary conflict between Afar and Somali people/tribes, could lead to harmful development impacts on some stakeholder groups.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> • Given that many if not most communities/ populations (Afar, Issa, etc.) in the target area can be considered Indigenous Peoples, the project must before the start of implementation prepare an Indigenous Peoples Plan (IPP) and emplace a process for Free and Prior Informed Consent (FPIC), to be implemented throughout the project duration. • IP safeguards will be applied throughout the project. • Also see response to Risk 1 above. • Capacity enhancement will be supported and monitored to ensure that all partners respect rights-holders access as well as sustainable use of natural resources. • Care will be taken to ensure that both Afar and Somali rights, culture and traditions are duly considered during project implementation. • Applicable rights and claims to natural resources will be respected while working closely together with targeted communities to protect biodiversity and strengthen livelihoods. • Livelihood and income-generating activities will be developed in a participatory way, ensuring that both Afar and Somali benefit equitably. • Water and rangeland management committees (WMC and RMC) will be established in a participatory way and operationalized through capacity enhancement. The WMC and RMCs will include herders, local authorities and religious leaders (imams), and will also ensure adequate representation of women. • The project will furthermore facilitate the development of the Cheikhetti Watershed Management Plan (CWMP) through a participatory and gender responsive planning process, 	IP, PMU	March 2021

			<p>ensuring appropriate representation of key groups in negotiations of stakes and objectives to ensure buy-in and support.</p> <ul style="list-style-type: none"> • A grievance mechanism will be established and implemented in line with UNDP policies, as indicated in the project Stakeholder Engagement Plan. 		
6	<p>Social Some project activities such as the construction of water management structures (micro-dams, etc), could potentially involve temporary or permanent and full or partial physical displacement, if not forced evictions; this applies also to Indigenous Peoples in the area</p>	<p>I = 3 P = 1 Low</p>	<p>This risk is very low because the water structures will be small and can be adapted to local circumstances, also population density in the area is low.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> • Please see three entries under Risk 5 above 	IP, PMU	March 2021
7	<p>Social & Environmental Climate change is expected to lead to more extreme and unpredictable weather patterns in the Horn of Africa, most notably increased temperatures, droughts, and flash floods. Project success could hence be directly affected, and over the long term, climate change may undo project social and environmental outcomes (e.g. sustained drought reduces livelihood options and intensifies unsustainable grazing causing severe rangeland degradation). In addition, the installation of wells could be maladaptive if water extraction rates are or become unsustainable in spite of the project's sustainability goals. Lastly, an investment in local development and water infrastructures could be wasted if the target areas become uninhabitable due to drought or heat.</p>	<p>I = 3 P = 3 Moderate</p>	<p>As explained under Risk 4, in principle the project intends to achieve the opposite: soil and water conservation interventions including the restoration of native vegetation cover to maintain soil function and facilitate groundwater recharge, which are valuable climate change adaptation measures. However, if poorly implemented the project could cause the mentioned impacts; it all hinges on sustainable extraction rates. The Moderate risk rating is given only for the immediate project duration timeframe, under the assumption that as yet we cannot assume that these areas soon become inhospitable.</p> <p>For this risk specifically:</p> <ul style="list-style-type: none"> • All project interventions must fully reflect the expected extreme climatic conditions wherefore any interventions that don't meet these requirements are maladaptive. • The project specifically aims to develop systems that emphasize environmental and social economic resilience. • The risk of unsustainable water extraction is addressed under Risk 4 above. • Further specific project interventions will be screened for the risk of maladaptive investments/practices • The project will promote climate-smart and crops and native species for reforestation to reduce the vulnerability of farmers, agro-pastoralists and herders. • The project will collaborate with climate change adaptation projects. 	IP, PMU	March 2021
8	<p>Social The creation of wells and surface water management structures including tanks and mini-dams may offer new breeding</p>	<p>I = 2 P = 2 Low</p>	<p>For this risk specifically:</p> <ul style="list-style-type: none"> • Construction planning and oversight will ensure that risks are minimized • Beneficiaries will be made aware of the risks of stagnant water 	IP, PMU	March 2021

	areas for disease-bearing vectors especially mosquitoes (malaria is present), and poor water storage or treatment for drinking purposes may cause waterborne disease.				
9	Social Workers and community members could be at risk of accidents during construction of water management structures such as wells and dams.	I = 1 P = 1 Low	Construction work under the project will be relatively small-scale For this risk specifically: <ul style="list-style-type: none"> Construction planning and oversight will ensure that risks are minimized Workers and beneficiaries will be made aware of the risks during construction, with unqualified/unauthorised personnel not allowed on site	IP, PMU	March 2021
10	Social Project support on rural livelihoods may lead to child labour (boys and girls), especially for livestock herding and farming/ gardening as well as for firewood, feedstock and water collecting	I = 2 P = 2 Low	Child labour is common especially in rural communities in Djibouti For this risk specifically: While it is unclear how this risk can be mitigated while also traditional values and cultural heritage (which can lead to such child labour in rural especially herder communities) are to be maintained or not questioned, the project will raise awareness about the issue and under its social safeguards measures monitor for child labour in particular	IP, PMU	March 2021
11	Environmental Like in similar other development projects, successful investment by government and donors in the target area might attract additional populations, increasing pressure on local natural resources and potentially undermining project success in turn. Successful livelihood interventions could offer beneficiaries the resources needed to acquire new technologies/ equipment/ pesticides and greater livestock numbers with consequential environmental impacts. In addition, upscaling of the project's SLM interventions in other areas in Djibouti could replicate the same risks in these areas in an indirect manner.	I = 2 P = 2 Low	For this risk specifically: <ul style="list-style-type: none"> Potential impacts from "upstream" project activities, such as those involving planning support, policy advice and reform, or capacity building, will be assessed via a Strategic Environmental and Social Assessment (SESA). Government and project team will monitor for such trends and intervene especially where significant immigration and behavioural or wealth changes could undermine project success In replication efforts, which is linked to knowledge management under the project, care will be given to highlight the lessons learnt on risks 	IP, PMU	March 2021
Risks to Project Implementation and Success					
12	Institutional Insufficient capacity and lack of effective coordination between the two key ministries and their agencies involved in	I: 5 P: 4 High	The PPG has confirmed this risk (especially coordination between MHUE and MAWFHMR); several mitigation measures are proposed: <ul style="list-style-type: none"> The project has been developed in close collaboration between MHUE and MAWFHMR during the PPG. 	IP, PMU	March 2021

	SLM impedes adequate project implementation and hampers the development and implementation of a long term vision for the development of sustainable agropastoralism		<ul style="list-style-type: none"> • A MoU will be signed between MHUE and MAWFHMR at project inception, which will specify each ministry's role, responsibilities and contributions in each activities and output of the project. • Project activities will identify and address capacity gaps. • Specific soft-skills / leadership trainings will be provided by international consultant • An international Technical Advisor will be recruited to provide international benchmarking, support project implementation through technical backstopping, implementation guidance and quality assurance. 		
13	Institutional Insufficient capacity of the Regional Council to emplace land-use planning in the region and especially in the Cheikhetti watershed	I: 4 P: 4 High	During the PPG, the project has been developed in close collaboration with the local stakeholders, and especially with the regional council of Dikhil, to agree on and promote a long-term and comprehensive vision for the sustainable development of agropastoralism in the project site and for scaling-up this approach in other areas once proven successful and sustainable. The project will establish and train the Cheikhetti Watershed Integrated Management Board (CWIMB), gathering the regional council and local stakeholders with the objective to lead and follow-up the design and implementation of the Cheikhetti watershed management Plan.	IP, PMU, Regional Council of Dikhil	March 2021
14	Strategic Local communities and relevant groups are not receptive to changing unsustainable practices that threaten the provision of ecosystem services. They resist change regarding the value of livestock as a social indicator and adopting intensive rather than extensive livestock farming	I: 3 P: 2 Moderate	Communities are very enthusiastic by the project. During the PPG stage, the team of experts used a list of criteria to select project villages for inclusion in the project. A key criterion was social cohesion and commitment. Communities themselves realize their precarious situation and have shown openness to other solutions, including the reduction of herd size, and will be supported in their reflections through information and awareness activities. Local communities will be involved in all decision-making processes leading to the formulation of agreements on access to pastoral resources. They will be represented in the CWIMB. Moreover the project will provide capacity building, regular meetings, and ensure involvement in each stage of the process. At least 5 committees will be established and trained at the local level.	IP, PMU	March 2021
15	Financial The absence of reliable financial flows to support agropastoral development undermines the effectiveness of agropastoral development and sustainable rangeland management beyond the duration of the project intervention	I: 4 P: 4 High	Under component 3, the project will provide training to beneficiaries and raise their awareness on the concept of savings, microcredit and microenterprise management and will support them in the processes for opening and managing savings accounts with community financial institutions. A system facilitating access to microcredit to men and women in rural communities will be established to support the development of agropastoral farms and of alternative income generating activities that contribute to reducing unsustainable uses of land and resources.	IP, PMU	March 2021

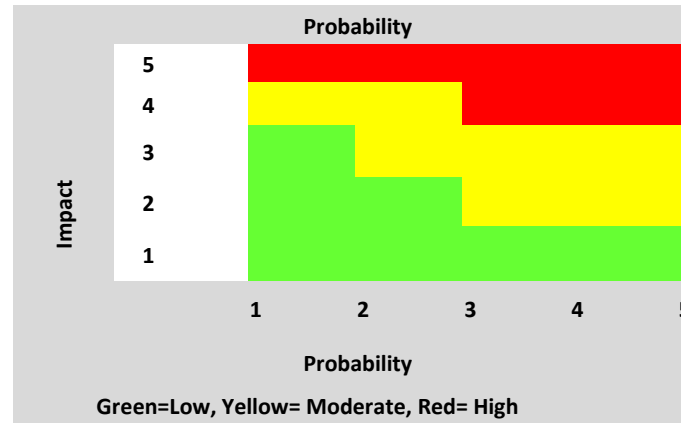
Rating the probability of a risk

Score	Rating
5	Expected
4	High likely
3	Moderately likely
2	Not likely
1	Slight

Rating the impact of a risk

Score	Rating
5	Critical
4	High
3	Medium
2	Low
1	Negligible

Significance of a risk



ANNEX K. RESULTS OF IP CAPACITY ASSESSMENT AND HACT MICRO ASSESSMENT

Available separately

ANNEX L. PROCUREMENT PLAN

#	Project Name	Project ID	Type of Supply	High Level Categorization	Description of Goods, Services or Works	Unit of Measure	Quantity	Estimated Unit Price in USD	Estimated Total Price in USD	Available Budget in USD	Estimated Completion of Activity	Responsible Authorities
1	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	International Consultants	Human Resources Services	CTA	Days	75	\$2,000.00	\$150,000.00	\$150,000.00	31/07/20	MHUE/UNDP
2	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	International Consultants	Human Resources Services	IC to train Ministries in ethical leadership	Days	33	\$2,000.00	\$66,000.00	\$66,000.00	31/07/20	MHUE/UNDP
3	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	International Consultants	Human Resources Services	IC to develop the capacity development program	Days	40	\$2,000.00	\$80,000.00	\$80,000.00	31/07/20	MHUE/UNDP
4	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC specialized in multi-stakeholders animation processes	Days	50	\$3,000.00	\$150,000.00	\$150,000.00	31/07/20	MHUE/UNDP
5	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC specialized in water and rangeland management	Months	6	\$1,700.00	\$10,200.00	\$10,200.00	31/07/20	MHUE/UNDP
6	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC ("trainer") for implementation of the capacity development plan	Days	200	\$1,000.00	\$200,000.00	\$200,000.00	31/07/20	MHUE/UNDP
7	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Travel		Travel budget for project team, DEDS/MHUE, the Cheikhetti watershed management board and partners, and additional experts involved in the Component 2	EA	1	\$5,000.00	\$5,000.00	\$5,000.00	31/07/20	MHUE/UNDP
8	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Equipment and Furniture		Office furnitures, field and communication equipments (GPS, radio etc.)	EA	1	\$9,000.00	\$9,000.00	\$9,000.00	31/07/20	MHUE/UNDP
9	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Trainings and Workshops		Training workshops and meetings under the capacity development plan,	EA	1	\$6,000.00	\$6,000.00	\$6,000.00	31/07/20	MHUE/UNDP
10	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	International Consultants	Human Resources Services	IC to support the Regional Council	Days	40	\$2,000.00	\$80,000.00	\$80,000.00	31/07/20	MHUE/UNDP
11	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC specialized in land-use planning	Days	100	\$1,500.00	\$150,000.00	\$150,000.00	31/07/20	MHUE/UNDP
12	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC to support technically the tender process for infrastructures rehabilitation/building	Days	120	\$1,500.00	\$180,000.00	\$180,000.00	31/07/20	MHUE/UNDP
13	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services in divid	Human Resources Services	Project Manager, full-time	Years	1	\$2,000.00	\$2,000.00	\$2,000.00	31/07/20	MHUE/UNDP
14	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Travel		Travel budget for project team, DEDS/MHUE and additional experts involved in Component 2	EA	1	\$2,000.00	\$2,000.00	\$2,000.00	31/07/20	MHUE/UNDP
15	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Companies		Tender for water monitoring system Tender for companies/provider for water infrastructure rehabilitation/building, Tender for the laboration of the Cheikhetti watershed management plan	EA	1	\$75,000.00	\$75,000.00	\$75,000.00	31/07/20	MHUE/UNDP
16	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Equipment and Furniture		Water management infrastructures rehabilitation/building	EA	1	\$30,000.00	\$30,000.00	\$30,000.00	31/07/20	MHUE/UNDP
17	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Trainings and Workshops		Training workshops and meetings for the component 2	EA	1	\$4,000.00	\$4,000.00	\$4,000.00	31/07/20	MHUE/UNDP
19	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC to carry out study on rural microfinance	Days	130	\$1,500.00	\$195,000.00	\$195,000.00	31/07/20	MHUE/UNDP
20	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC to support installation of agro-pastoral farms and train communities	Months	6	\$1,700.00	\$10,200.00	\$10,200.00	31/07/20	MHUE/UNDP

#	Project Name	Project ID	Type of Supply	High Level Categorization	Description of goods, services or works	Unit of Measure	Quantity/Duration	Estimated Unit Price in USD	Estimated Total Price in USD	Available Budget in USD	Estimated Completion of Activity	Responsible Authorities
21	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	LC specialist and restoration to support the land rehabilitation techniques	Months	6	\$1,700	\$10,000	\$10,000	31/07/20	MHUE/UNDP
22	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Individ		Knowledge and gender management officer	Years	1	\$20,000	\$20,000	\$20,000	31/07/20	MHUE/UNDP
23	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Travel		Travel budget for project team, and additional experts involved in component	EA	1	\$3,000	\$3,000	\$3,000	31/07/20	MHUE/UNDP
24	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Companies		Tender to carry out the feasibility study for the value chains (livelihood program)	EA	1	\$30,000	\$30,000	\$30,000	31/07/20	MHUE/UNDP
25	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Equipment and Furniture		Equipment for (i) community work for farms establishment, (ii) trees nurseries, (iii) vehicle 4x4 for PMU	EA	1	\$35,000	\$35,000	\$35,000	31/07/20	MHUE/UNDP
26	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Material & Goods		Material & goods for (i) agro-pastoral farms establishment, (ii) material for land restoration activities	EA	1	\$40,000	\$40,000	\$40,000	31/07/20	MHUE/UNDP
27	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Grants		Grant (trusted through a competitive call for proposal) for livelihood program implementation	EA	1	\$50,000	\$50,000	\$50,000	31/07/20	MHUE/UNDP
28	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Trainings and Workshops		Trainings and awareness raising events with communities	EA	1	\$7,000	\$7,000	\$7,000	31/07/20	MHUE/UNDP
30	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Local Consultants	Human Resources Services	Safeguards expert	Days	100	\$150	\$15,000	\$15,000	31/07/20	MHUE/UNDP
31	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Individ		M&E officer	Years	1	\$20,000	\$20,000	\$20,000	31/07/20	MHUE/UNDP
32	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Travel		Domestic travel budget for project team, DESD and additional experts involved in component	EA	1	\$3,000	\$3,000	\$3,000	31/07/20	MHUE/UNDP
33	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Companies		Tender to develop the knowledge platform for the project.	EA	1	\$20,000	\$20,000	\$20,000	31/07/20	MHUE/UNDP
34	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Professional Services		M&E service contracts for national experts	EA	1	\$3,000	\$3,000	\$3,000	31/07/20	MHUE/UNDP
35	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Audio Visual & Print Production Costs		Communication & material development and printing,	EA	1	\$500	\$500	\$500	31/07/20	MHUE/UNDP
36	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Contractual Services Individ		Inception meeting (\$5,000) and regular project board meetings	EA	1	\$2,000	\$2,000	\$2,000	31/07/20	MHUE/UNDP
37	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Communications & Audio Visual Equip		Equipment needed for trainings (beamers, screens etc.)	EA	1	\$5,000	\$5,000	\$5,000	31/07/20	MHUE/UNDP
38	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Supplies	Communication devices and access	Office supplies (printer cartridges, paper, stationery, visualization materials for training and workshops, flipcharts, etc.)	EA	1	\$2,000	\$2,000	\$2,000	31/07/20	MHUE/UNDP
39	Sustainable management of water resources, rangelands and agro-pastoral perimeters in the Cheikhetti watershed of Djibouti	PIMS5921	Services to Projects		UNDP costs for the provision of administrative and professional financial, procurement and human resource management services	EA	1	\$5,000	\$5,000	\$5,000	31/07/20	MHUE/UNDP

ANNEX M. CO-FINANCING LETTERS

Available separately

ANNEX N. ADDITIONAL AGREEMENTS

Available separately

ANNEX O. UNDP PROJECT QUALITY ASSURANCE REPORT

Available separately