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**United Nations Development Programme**

**Country: Somalia**

**PROJECT DOCUMENT[[1]](#footnote-1)**

|  |  |
| --- | --- |
| **Project Title:**  | National Capacity Self-Assessment (NCSA) for Global Environmental Management in Somalia |
| **New Deal Compact for Somalia:**  | Promote the sustainable development and management of natural resources by developing legal and regulatory frameworks and building capacity in key natural resource management institutions |
| **UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change**UNDP Strategic Plan Secondary Outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded |
| **Expected CP Outcome(s):** Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources management. |
| **Expected CPAP Output (s):** Somalia is a non-CPAP country |
| **Executing Entity/Implementing Partner: United Nations Development Programme (UNDP)** |  |
| **Implementing Entity/Responsible Partners:** UNDP |  |

**Brief Description**

The objective of the National Capacity Self-Assessment (NCSA) is to take stock of Somalia’s existing capacities and specific capacity needs and priorities, as it moves to implement multilateral environmental agreements (MEAs) to which it is signatory. More specifically, the Project will, through a country-driven process, analyze capacity gaps and capacity development needs for implementation of the UN Convention on Biological Diversity (CBD), the UN Framework Convention on Climate Change (FCCC), and the UN Convention to Combat Desertification (CCD). Capacity needs will be assessed at the individual, institutional and systemic (policy and legislative framework) levels, including by assessing vertical (local & regional authorities –national government) and horizontal (government – NGOs/CBOs – private sector) coordination structures for planning and executing activities.

Total resources required (USD) USD 270,000

Total allocated resources (USD): USD 270,000

* UNDP USD 30,000
* Other:
	+ GEF USD 200,000
	+ Government (in-kind) USD 40,000

Programme Period: 2015-16

Atlas Award ID: 00086548

Project ID: 00093775

PIMS # 5548

Start date: 1 May 2015

End Date 30 Apr 2017

Management Arrangements: DIM

PAC Meeting Date: 10 March 2015

Agreed by (Government):

Agreed by (UNDP):

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**List of Abbreviations**

|  |  |
| --- | --- |
| AFECD | Arab Fund for Economic and Social Development |
| CEDARE | Centre for Environment and Development for Arab Region and Europe |
| CAMRE | Council of Arab Ministers Responsible for the Environment |
| CO | Country Office |
| EEG | Environment and Energy Group |
| FGoS | Federal Government of Somalia |
| GEF | Global Environmental Facility |
| M&E | Monitoring and Evaluation  |
| MEAs | Multilateral Environmental Agreements |
| NAPA | National Adaptation Programme of Action on Climate Change for Somalia |
| NCSA | National Capacity Self-Assessment |
| NRM | Natural Resources Management |
| NGOs/CBOs | Non-government Organisations/Community based Organisations |
| PSG4 | Peace and State building Goal 4 “Economic Foundation” |
| PIT | Project Implementation Team |
| RCU | Regional Coordination Unit |
| RTA | Regional Technical Advisor |
| TOR | Terms of Reference |
| CBD | UN Convention on Biological Diversity |
| CCD | UN Convention to Combat Desertification |
| FCCC | UN Framework Convention on Climate Change |
| UNDP | United Nations Development Programme |
| GES | UNDP’s Gender Equality Strategy |
| UNEP | United Nations Environment Programme |
| UNEP ROA | UNEP Regional Office for Africa |

# Situation analysis

1. Somalia is located in the Horn of Africa and covers an area of approximately 640,000 km2. The terrain and biodiversity are unique in the Arid and Semi-Arid Lands which cover over 60% of the country.[[2]](#footnote-2) Other unique ecology can be found along the Shebelle and Juba riparian zones whose rivers provide water to the south of the country. Also, Somalia has the longest shoreline of all African countries and thus has access to diverse marine biodiversity. In general, the Horn of Africa is a biodiversity hotspot with plants and animals found nowhere else.[[3]](#footnote-3)
2. In spite of its richness, Somalia´s environment severely degraded during two decades of civil strife due to the absence of government and enforcement. Irresponsible natural resource exploitation by powerful groups and individuals has been rampant ever since.[[4]](#footnote-4) The first permanent central government in the country, since the start of the civil war in 1991, was formed and officially recognised in August of 2012. Somalia now comprises of the Federal Government of Somalia (FGoS); the semi-autonomous Somali States of Puntland, Jubaland and South West Somalia; and, Somaliland, which unilaterally declared itself an independent republic in 1991. As a result of being recently formed, ministries have very limited experience and operational capacities. For example, the Directorate of the Environment at federal level was established in the Office of the Prime Minister in 2014.
3. In the absence of an effective government, many traditional forms of natural resource management and enforcement mechanisms have been abandoned or are currently ignored. Unsustainable exploitation and loss of natural resources and biodiversity is prevalent. Huge areas that were once tree-covered rangelands have been reduced to treeless plains; the result has been that wildlife is disappearing and soil erosion is common.5 Scarcity of fresh water, severe erosion such as gullying, land degradation for charcoal production and siltation of water bodies are also major issues. In fact, approximately 35,000 ha of land are deforested each year for charcoal production, including unique species such as Acacia, in spite of a national ban against the damaging practice.[[5]](#footnote-5) Other unsustainable land use practices include uncontrolled hunting, tree cutting (such as for Frankincense and Myrrh spices) and burning areas for grazing.4 Improper land use and deforestation have resulted in desertification which is being aggravated by erosion during intense rainfall events.[[6]](#footnote-6) Similarly, damaging agriculture practices along the Shebelle and Juba rivers threaten the biodiversity of riparian habitat. Also, marine resources have been plundered due to illegal overfishing and damage to marine habitat.
4. Unsustainable natural resource management stems from the Government´s limited capacities to develop policies, enforce them and manage public expenditure. The Somali government structures are extremely handicapped by the lack of financial and human resources. Consequently, in spite of becoming party to the three Rio Conventions, Somalia has participated little in the Multi-lateral Environmental Agreements (MEAs) to join global efforts to address environmental issues.
5. The severe natural conditions, conflict and conflict-related problems have resulted in immense pressure on the limited and fragile natural resources, which in turn have caused environmental, economic and social problems affecting the rural poor, small scale farmers, youth, women and other vulnerable groups. The livelihoods of farmers in the south and central regions have become increasingly threatened due to the escalation in conflicts coupled with uncertainty in land tenure, heightened instability in markets, damaged flood control structures and destroyed irrigation systems. Throughout the country, uncontrolled charcoal production has exacerbated problems with soil erosion, deforestation, land degradation and loss in wildlife.
6. No land use policies, Environmental Impact Assessment procedures or water quality guidelines exist for Federal Somalia. Land tenure and water rights, if they exist, are based on a traditional system (*Xeer*) which marginalizes nomadic pastoralist´s water rights.[[7]](#footnote-7) Due to a misappropriation of resources, land issues and natural resource conflicts between sedentary farmers and nomadic pastoralists are common.
7. Adverse environmental impacts and mismanagement of natural resources are severely jeopardizing Somalia´s economy; agriculture is the principle livelihood in the river basins while livestock rearing is the major mainstay in the Arid and Semi-Arid lands (over 70% of the population are pastoralists[[8]](#footnote-8)).[[9]](#footnote-9) Both agricultural and pastoral livelihoods, being dependent on land and water resources, have both been shown to be highly vulnerable to the impacts of climate change such as during the drought of 2011 when humanitarian aid was requested. Wet and dry season grazing patterns have changed, impacting the availability of forage and negatively affecting livestock production and health.[[10]](#footnote-10) Extreme weather events such as floods and droughts are also becoming more frequent with rainfall less than 100 mm per year in some places while annual evapo-transpiration rates can be as much as 6 times greater.[[11]](#footnote-11)
8. Women in rural areas are identified as one of the most vulnerable groups in Somalia due to the adverse impact of climate change and environmental degradation. The sexual division of labor, unequal access to both material and non-material resources and women’s diminished participation in decision-making in both political and private domains generally result in increased vulnerability of women to the negative impacts of environmental degradation. For example, women are found to be the ones who must find solutions to feed their families in the event of droughts or floods. Women are responsible for fetching drinking water if it is within 5-8 kilometers. If it is farther away, men take over the responsibility. Droughts either lead to women having to walk much farther, or the transfer of this responsibility to men. Women suffer the most from food insecurity due to drought/floods as they often feed their children before themselves leading to malnutrition. Lactating mothers suffer significantly due to lack of protein intake when livestock are lost due to drought/flood. The impact of drought/flood is greater on rural women in nomadic regions given that their livelihoods are generally dependent upon livestock and other natural resources. During migration to urban areas or IDP camps, women face physical insecurity during movement and within the IDP camps.
9. Somalia has 73 percent of its population below the age of 30, the highest in the country’s history. Many young people are trapped in an environment of violence, fear, unemployment and poverty. This both erodes their hopes for human development and makes them more likely to become part of conflict. Experiences from Somalia and elsewhere show that when large numbers of young people are jobless and have few opportunities for positive engagement, they become a ready pool of recruits for extremists.
10. Awareness on how to mitigate the impacts of climate change, sustainably manage natural resources and use best environment and conservation practices is also very low.[[12]](#footnote-12) Awareness-raising on climate change has begun due to efforts by donors and processes such as the NAPA.[[13]](#footnote-13) However, significant campaigns are required to spread understanding from national down to local levels.
11. With all of these issues, there is a need for a comprehensive assessment of institutional capacities, including all traditional and new legal instruments concerned with the management of natural resources. A National Capacity Self-Assessment (NCSA) will enable Somalia to determine the degree of support required to build institutional capacity. The assessment must focus on supporting Somalia to achieve 1) enforcement of the charcoal export ban, 2) wildlife conservation enforcement, 3) controlling grazing and promoting reforestation to prevent desertification and 4) enhancing agricultural and livestock production through soil and water conservation measures aimed at reducing degradation, nutrient depletion, soil erosion and salinisation.
12. Recent donor driven interventions have flagged these needs. The NAPA process in 2013 used a consultative process to decide upon adaptation priorities. The NAPA recommends actions under three programme areas including sustainable land management, watershed management and disaster management.
13. The federal Government and newly emerging federal states are also driven to address environmental issues. The new federal Constitution (2012) places strong emphasis on environment, land rights and natural resources. Moreover, Somalia became a signatory to all 3 Rio Conventions by 2012. They ratified the UN Convention to Combat Desertification (CCD) in July 2002, the UN Framework Convention on Climate Change (FCCC) in December 2009 and the UN Convention on Biological Diversity (CBD) in December 2009. This demonstrates that Somalia is fully committed to participate in all Convention work and meet its obligations under the Rio Conventions.
14. Somalia also developed a ‘Six Pillar Policy’ in October 2012 to act as a roadmap for the new government. The policy stresses environment-related objectives such as i) enhancing laws that preserve and protect the environment; ii) incorporating environmental education in the formal and informal education systems in the country; and iii) rectifying the environmental damage of the past such as deforestation.
15. Additionally, Somalia has developed a New Deal Compact in 2013 which translates the Six Pillar Policy into highly selective political, security, and development priorities based on a set of Peace-building and State-building Goals (PSG) for the period of 2014-2016. Relevant priorities with an environmental focus include promoting “the sustainable development and management of natural resources by developing legal and regulatory frameworks and building capacity in key Natural Resources Management (NRM) institutions (PSG4, Priority 3)” and developing “a comprehensive and integrated environmental management strategy that addresses desertification, promotes alternatives to charcoal as an energy source, and protects land, water, forest and coastal resources.” (Priority 5). The compact places specific reference to consider gender as a cross-cutting area to be addressed by all initiatives that contribute towards the achievement of PSGs.
16. With a strong pro-environment legal framework in place, the GEF-funded NCSA Project will support the necessary process of building environmental, institutional and technical capacities within Somalia. By signing and ratifying the MEA´s, Somalia can reap a range of significant benefits including access to funding from the Global Environmental Facility (GEF) - and connecting the Government of Somalia with the wider international community. Funds will be used to support Somalia to mobilize technical and financial resources to undertake Enabling Activities for a systematic response to global environmental challenges and their impacts at the local level. Somalia will also be guided on how to use an integrated implementation approach to prevent the potential for conflict and overlap of the different MEAs. Furthermore, ministries will be guided on how to adhere to the multiple reporting requirements of the various MEAs which can be burdensome and difficult to navigate. Finally, although official delegations have already started to participate in international environmental forums, government ministries will receive direction on how to represent national positions and interests in global decision-making events.

# Strategy

1. As a result of its turbulent recent history, one of the most significant challenges for Somalia is its huge governance and capacity gap. In broader terms, the resulting absence of comprehensive and coherent governance structures currently represents a major constraint for the sustainable management of Somalia’s natural resources. A number of weaknesses in the current governance framework for environmental management have been identified as follows:
* Incomplete legal frameworks (e.g. No land use or water management policies, no Environmental Impact Assessment procedure, no water quality guidelines);
* No elaboration of environmental policies and legal frameworks at lower administrative levels (district);
* Lack of capacity to monitor development and resource use;
* Unclear institutional roles and responsibilities;
* No use of revenue collection to regulate resource utilization;
* Basic scientific data and information gaps (including gender aspects of natural resource management and climate change impacts);
* Lack of coordination between regions and sectors.
1. The Objective of this Project is to take stock of Somalia’s existing capacities and specific capacity needs and priorities, as it moves to implement multilateral environmental agreements (MEAs) to which it is signatory. More specifically, the NCSA will, through a country-driven process, analyze capacity gaps and capacity development needs for implementation of the UN Convention on Biological Diversity (CBD), the UN Framework Convention on Climate Change (FCCC), and the UN Convention to Combat Desertification (CCD). Capacity needs will be assessed at the individual, institutional and systemic (policy and legislative framework) levels, including by assessing vertical (local & regional authorities –national government) and horizontal (government – NGOs/CBOs – private sector) coordination structures for planning and executing activities. The NCSA places a strong emphasis on identifying capacity needs and priorities to ensure synergies between efforts to realize the country’s obligations under the said Environmental Conventions, and is intended to act as a catalyst for national actions to meet those needs in a coordinated and planned manner.
2. The process, goals and activities are fully in line with NCSA guidelines, tools and methodologies. Since most other countries have already completed their NCSA exercise, Somalia will also benefit from lessons learned and best practices. The main steps in undertaking the capacity assessment are as follows:
3. Stock-taking Analysis: The stock-taking exercise will review past (prior to independence) and on-going activities for the Rio Conventions and capacity development. This exercise aims to help Somalia summarize past key policies and strategies and capacity development issues, and identify existing gaps. An international consultant (preferably of Somali origin) and three national consultants will be hired to facilitate this exercise.
4. Thematic Assessments: Based on the stock-taking analysis, in-depth thematic assessments will be undertaken to identify thematic capacity constraints. First, priority substantive environmental issues in each thematic area will be determined. Then, capacity constraints, which are attributable to the priority substantive environmental issues will be identified. Capacity gaps will be analyzed at the systemic, institutional and individual levels (women and men). Additionally, the following capacity categories will be considered in assessing capacity gaps: (1) capacity to formulate plans/strategies; (2) capacity to implement plans/strategies; (3) capacity to use information/knowledge (including sex-disaggregated data); (4) capacity to engage stakeholders (including women and men); (5) capacity to monitor and evaluate; and (6) capacity to mobilize resources necessary to implement activities.
5. To support the NCSA, three working groups (CBD, FCCC, and CCD) will be established in each zone. Each working group will consist of a Convention Focal Point, and other relevant stakeholders and consultants. The working groups will support the stock-taking exercise and an in-depth thematic analysis as well as identify priority thematic capacity constraints. The NCSA Guidelines which introduce various methodologies for thematic assessment appropriate for Somalia will be employed.
6. Prioritization of Capacity Gaps: The capacity constraints identified during the thematic assessments will also be prioritized. The criteria for the prioritization will be developed, in close consultation with relevant stakeholders from each zone.
7. Cross-cutting Analysis: A cross-cutting analysis in each zone will be conducted based on the thematic assessments. During the cross-cutting exercise, substantive environmental issues and capacity gaps that cut across the issues of biodiversity, climate change, and land degradation will be identified. Additionally, due attention will be paid to promote synergies between the NCSA and other programmes/projects and to ensure that the NCSA complements with existing development policies such as Somaliland´s National Development Plan (2012 – 2016) and the 5 Year Strategic Plan of Puntland State (2014 – 2018).The cross-cutting analysis will assess substantive environmental issues and capacity gaps that cut across multiple thematic areas (biodiversity / climate change / land degradation). The following areas have been identified as country obligations that are common among UNCBD, UNFCCC and UNCCD. One methodology is to assess capacity gaps based on these obligations:
* Sensitization and communication
* National policy, judicial and regulatory frameworks
* Institutional mandates and coordination
* Information management
* Scientific data
* Technology transfer
* Incentive mechanisms
* Gender analysis vis-à-vis UNCBD, UNFCCC and UNCCD
* Negotiations
* Cooperation and network constitution with other regions
* Capacity development
* Monitoring and evaluation
1. Analysis of Complementarities between the NCSA and Overall Development Policies: A detailed analysis will be undertaken to ensure that the results of NCSA up to this point complement with key national environment and sustainable development strategies and policies. An international consultant (preferably of Somali origin) will be hired to facilitate this exercise.
2. National and Regional Consultation Workshops: *Consultations and Capacity Assessment at the Regional Level:* Somalia is made up of semi-autonomous regions or zones. To the greatest extent possible, the NCSA will assess capacity constraints at the regional level and consolidate the findings for the federal level assessment in a National Consultation Findings Workshop.
3. Regional Consultation Workshops: Regional Consultation workshops in Jubaland, South West State, Puntland, Somaliland and Federal Government will be organized to cover the following key topics:
* Identification of areas including ecosystems affected by biodiversity loss, land degradation, and climate change as well as the root-causes of the degradation;
* Analysis of existing capacities at systemic, institutional, and individual levels, including: (1) capacity to formulate policies/strategies; (2) capacity to implement policies/strategies; (3) capacity to use information/knowledge; (4) capacity to engage stakeholders; (5) capacity to monitor and evaluate; and (6) capacity to mobilize resources necessary to implement activities;
* Prioritization of substantive environmental issues and capacity constraints;
* Identification of priority actions needed to address identified capacity gaps.

Key stakeholders will be invited to the workshop, including governmental organizations, training and research institutions, and NGOs/CBOs.

1. National Consultation Findings Workshop and Synthesis Report: A national workshop will be organized to present the results of the NCSA processes (i.e., stock-taking exercise, thematic assessments, and cross-cutting analysis), including views from different stakeholders.
2. A synthesis report will be produced to summarize the Regional and National Consultation findings. The report will identify substantive environmental issues and capacity constraints (both thematic and cross-cutting) common among regions. The report will prioritize the substantive environmental issues and capacity gaps.
3. National and Regional Validation Workshops: National and regional validation workshops will be organized to discuss the results of the national and regional consultation workshops to validate, prioritise and synthesise the outputs. Key stakeholders from each zone including ministries, NGOs, including women’s NGOs, and research and training institutions will be invited. A workshop report will be developed, which summarizes the substantive environmental issues and capacity gaps (thematic and cross-cutting) identified at the national and regional levels, including gender gaps. These substantive environmental issues and capacity gaps will be prioritized, based on criteria to be developed in close consultations with stakeholders. Priority actions will be identified to address capacity gaps.
4. Preparation of the NCSA Document and Action Plan: A NCSA document will be developed by the national and regional NCSA teams. The NCSA document will: (1) summarize the processes and outputs of the NCSA; and (2) propose actions to address the capacity gaps identified during the NCSA. The document will serve as an important document to raise awareness among key decision-makers, and mobilize resources from partners for the implementation of the NCSA action plan. An international consultant (preferably of Somali origin) will be hired to facilitate development of the action plan. The NCSA document will include the following:
* NCSA context and processes;
* Priority substantive environmental issues in the areas of Climate Change, Biodiversity, and Land Degradation (thematic and cross-cutting);
* Priority capacity gaps (thematic and cross-cutting);
* Strategy and action plan to address priority capacity gaps;
* Monitoring and evaluation mechanism to measure the implementation of the action plan.
1. To facilitate the effective implementation of the NCSA action plan, a robust monitoring and evaluation mechanism should be established, including the development of indicators and designation of reliable sources of vilification. Additionally, a responsible party for each action will be identified.
2. The Action Plan should be integrated into the broader national development context, particularly any update to the New Deal Compact.
3. National NCSA Completion Workshop (with regional representation): A national workshop will be organized to present and verify the NCSA document. All the key stakeholders, including governmental organizations at the central and regional levels, research and training institutions, NGOs/CBOs, including women’s NGOs, and the private sector will be invited to the workshop. Representatives from the donor community will be invited to raise their awareness on the NCSA and the resources needed to implement the action plan.
4. It should be stressed that the preparation of the NCSA is timely. Somalia´s NAPA was recently completed in 2013. The main objectives identified in the NAPA 2013 will be addressed by NCSA, including:
* Building community awareness on climate change;
* Increasing monitoring and risk forecasting capacities; and
* Supporting the adoption of government policies and strategies to improve resilience to climate risks among vulnerable population groups (including women and children) and economic sectors
1. The project will support the broader process of building environmental institutional and technical capacity within the Government of Somalia as per the NAPA. This gradual process will seek to encourage the Government’s adoption of environmental control measures to counter degradation of the natural environment and to help mitigate the severity of future environmental impacts as Somalia develops. At the same time, it is essential that more immediate and direct action is taken to address climate change and the myriad of environmental issues facing Somalia.
2. Work under the NCSA project will also be closely aligned and coordinated with other Enabling Activity projects (e.g., NAP) in the country. For example, Somalia is in the process of formulating its first Initial National Communication to the UNFCCC and developing its NBSAP. NCSA development will integrate findings from these documents into the final assessment report.
3. Gender marking: The Government of Somalia and UNDP recognize the important role played by women and youth in regions affected by climatic change and environmental degradation, particularly in rural areas, and the importance of ensuring the full participation of both at all levels in programs to combat land degradation and mitigate the effects of drought.[[14]](#footnote-14) The NCSA will be closely aligned with the UNDP Somalia Gender Equality and Women’s Empowerment Strategy 2015 – 2017 and UNDP’s Gender Equality Strategy (GES) 2014 – 2017.[[15]](#footnote-15) During the project inception the mandatory UNDP gender marker will be applied. This requires that each project in UNDP's ATLAS system be rated for gender relevance. This will, for example, include a brief analysis of how the project plans to achieve its environmental objective by addressing the differences in the roles and needs of women and men.
4. The NCSA process will engage regional and global centers established for environmental governance in broader sense and specifically for coordinating actions in the areas of biodiversity, climate change and desertification. NCSA team will work closely with the National Biodiversity Strategy and Action Plan (NBSAP) team in FAO Somalia, regional offices and centers, such as, UNEP/GEF office, UNEP Regional Office for Africa (UNEP ROA), Center for Environment and Development for Arab Region and Europe (CEDARE), Arab Fund for Economic and Social Development (AFECD) and Council of Arab Ministers Responsible for the Environment (CAMRE) for technical inputs and peer review.
5. Furthermore, gender marking implies the production of the following gender disaggregated data by the project's end of year 1 and 2:
* Total number of full-time project staff that are women / men
* Total number of Project Board members that are women / men
* Number of jobs created by the project that are held by women / men
* Number off workshops’ participants by women/men
* Number of women and men in communities that have benefited from project

# Project Results Framework:

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| --- |
| **This project will contribute to achieving the following Country Programme Outcome as defined in CPD:** Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources management. |
| **Country Programme Outcome Indicators: Indicator:** Improved natural resource management; **Baseline:** Very limited public sector capacity and limited number of sustainable community-based natural resource management initiatives. **Target:** Improved public sector capacities to manage environmental protection, and increase in sustainable community-based natural resource management initiatives.  |
| **Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change |
| **Applicable GEF Strategic Objective and Program:** Cross-cutting Capacity Development |
| **Applicable GEF Expected Outcomes:** To strengthen capacities to implement and manage global convention guidelines |
| **Applicable GEF Outcome Indicators:** Institutional capacities for management of environment strengthened |
|  | **Indicator** | **Baseline** | **Targets** **End of Project** | **Source of verification** | **Risks and Assumptions** |
| **Project Objective[[16]](#footnote-16)** To take stock of Somalia’s existing capacities and specific capacity needs and priorities, as it moves to implement multilateral environmental Conventions to which it is a signatory. | Capacity of institutions assessed to implement national level actions to meet the Somalia’s obligations as a signatory to UN conventions on biodiversity, climate change and desertification  | Systematic capacity assessment of Somali institutions does not exist | National Capacity Self-Assessment (NCSA) for Somalia completed and a follow-up project developed to fill capacity gaps identified in the NCSA. | Government endorsed NCSA report | RISK: Low level of cooperation between executing institutions due to political divisions and the existence of distinct zones in SomaliASSUMPTION: With new projects under implementation through global financing the level of engagement of key stakeholders is going to be substantive to establish linkages between the conventions and national actions. |
| **Outcome 1[[17]](#footnote-17)**Institutional structure for NCSA preparation established | Inclusive National and regional NCSA teams are in place for steering the preparation, coordination and implementation of NCSA (at least 30% women) | National and regional teams are not in place | National and regional NCSA teams, with representation of men and women, established with clearly defined roles and responsibilities;Technical expert working groups in place to provide substantive inputs to the NCSA document;Multidisciplinary integrated assessment team assembled to synthesise thematic and cross-cutting reports and to provide quality assurance for the NCSA action plan | Progress reports; meetings minutes; official notification of teams. | ASSUMPTION: There is sufficient political support (including for capacity building activities) within the agencies dealing with UN conventions for successful execution and implementation of the project.ASSUMPTION: Relevant Ministries have an interest in fully integrating proposed recommendations into their long-term planning. ASSUMPTION: The Government of Somalia has sufficient incentive to design funds earmarked to support the environment management targeted towards long-term capacity development activities in a transparent manner with appropriate financial management.RISK: A low level of cooperation between executing institutions due to political divisions and the existence of distinct zones of Federal Somalia makes the coordination of activities challenging.RISK: The project could encounter delays due to the lack of nationally-available expertise and human resourcesRISK: Limited available data and analysis inhibits evidence-based assessments and action plan |
| **Outcome 2**NCSA preparation and formulation | Draft NCSA documents and reports on gender perspective prepared and formulated by the government of Somalia | Thematic capacity assessments in the areas of biodiversity, climate change and desertification are not available. | Stocktaking and synthesis of available information in Somalia;Thematic capacity assessments completed for:• Biodiversity• Climate Change• Land Degradation;Cross-cutting analysis available to assess substantive environmental issues and capacity gaps that cut across multiple thematic areas (biodiversity/climate change/land degradation);NCSA Strategy and Action Plan prepared. | Draft NCSA strategy and action plan  |
| **Outcome 3**Stakeholders (representing men and women) participation, awareness raising and NCSA endorsement | Inclusive stakeholders consultations, awareness raising for NCSA preparation, implementation organised and final documents endorsed by the government of Somalia | Lack of awareness and action at the national level to meet Somalia’s obligations under the multi-lateral environmental agreements (MEAs). In particular, UN conventions on biodiversity, climate change and desertification | Stakeholder assessment report prepared to identify the key institutions for consultation and participation in the NCSA preparation and implementation process;Stakeholder feedback mechanisms in place (e.g. participatory risk assessments, at community, regional and national levels, technical workshops, specialized thematic seminars etc) to ensure stakeholder input into the NCSA document;Series of public reviews in each zone organised for broader public participation and awareness raising on NCSA priorities for Somalia;The endorsed NCSA strategy and action plan published for broader dessimination and advocacy. | Assessment reports; final NCSA strategy and action plan |

## Total budget and work plan

|  |  |  |  |
| --- | --- | --- | --- |
| **Award ID:**  | 00086548 | Project ID(s): | 00093775 |
| **Award Title:** | Somalia – National Capacity Self-Assessment (NCSA) for Global Environmental Management  |
| **Business Unit:** | SOM 10 |
| **Project Title:** | Somalia – National Capacity Self-Assessment (NCSA) for Global Environmental Management |
| **PIMS no.** | 5548 |
| **Implementing Partner (Executing Agency)**  | UNDP |

| **GEF Component (Outcome) /Atlas Activity** | **Resp. Party/ Impl. Agent** | **Fund ID** | **Donor Name** | **ERP / ATLAS Budget Code** | **Atlas Budget Description** | **TOTAL Amount (USD)** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Budget Notes** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Comp 1. Institutional structure for NCSA preparation established | UNDP | 62000 | GEF-10003 | 71200 | International Consultants | 6,400 | 6,400 | - | a |
| 62000 | GEF-10003 | 71300 | Local Consultants | 5,400 | 5,400 | - | b |
| 62000 | GEF-10003 | 71400 | Contractual Services - Individ | 15,500 | 15,500 | - | c |
| 62000 | GEF-10003 | 71600 | Travel | 2,000 | 2,000 | - | d |
| 62000 | GEF-10003 | 72500 | Supplies | 1,000 | 1,000 | - | e |
| **TOTAL ACTIVITY 1 (Comp 1)** | **30,300** | **30,300** | **-** |  |
| Comp 2. NCSA preparation and formulation | UNDP | 62000 | GEF-10003 | 71200 | International Consultants | 12,800 | 12,800 | - | f |
| 62000 | GEF-10003 | 71200 | International Consultants | 19,200 | 9,600 | 9,600 | g |
| 62000 | GEF-10003 | 71200 | International Consultants | 6,400 | 3,200 | 3,200 | h |
| 62000 | GEF-10003 | 71300 | Local Consultants | 5,400 | 2,700 | 2,700 | i |
| 62000 | GEF-10003 | 71400 | Contractual Services - Individ | 15,500 | 7,750 | 7,750 | c |
| 62000 | GEF-10003 | 71600 | Travel | 3,500 | 1,500 | 2,000 | d |
| 62000 | GEF-10003 | 72500 | Supplies | 2,000 | 1,000 | 1,000 | e |
| **TOTAL ACTIVITY 2 (Comp 2)** | **64,800** | **38,550** | **26,250** |  |
| Comp 3. Stakeholders participation, awareness raising and NCSA endorsement | UNDP | 62000 | GEF-10003 | 71200 | International Consultants | 9,600 | - | 9,600 | j |
| 62000 | GEF-10003 | 71200 | International Consultants | 6,400 | - | 6,400 | k |
| 62000 | GEF-10003 | 71300 | Local Consultants | 5,400 | 2,700 | 2,700 | l |
| 62000 | GEF-10003 | 75700 | Training, Workshops & Conferences | 15,000 | 15,000 | - | m |
| 62000 | GEF-10003 | 75700 | Training, Workshops & Conferences | 15,000 | 7,500 | 7,500 | n |
| 62000 | GEF-10003 | 75700 | Training, Workshops & Conferences | 6,000 | - | 6,000 | o |
| 62000 | GEF-10003 | 71400 | Contractual Services - Individ | 15,500 | - | 15,500 | c |
| 62000 | GEF-10003 | 71600 | Travel | 3,000 | - | 3,000 | d |
| 62000 | GEF-10003 | 72500 | Supplies | 2,000 | - | 2,000 | e |
| 62000 | GEF-10003 | 74100 | Professional Services | 5,000 | - | 5,000 | p |
| 62000 | GEF-10003 | 74200 | Audio Visual&Print Prod Costs | 4,000 | - | 4,000 | q |
| **TOTAL ACTIVITY 3 (Comp 3)** | **86,900** | **25,200** | **61,700** |  |
| Project Mgt | UNDP | 62000 | GEF-10003 | 71400 | Contractual Services - Individ | 14,400 | 7,200 | 7,200 | r |
| 62000 | GEF-10003 | 71600 | Travel | 2,000 | 1,000 | 1,000 | d |
|  | 62000 | GEF-10003 | 72500 | Supplies | 1,600 | 800 | 800 | e |
|  | Subtotal GEF | 18,000 | 9,000 | 9,000 |  |
|  | 04000 | UNDP | 71300 | Local Consultants | 20,750 | - | 20,750 | l |
|  | 04000 | UNDP | 71600 | Travel | 5,000 | - | 5,000 | d |
|  | 04000 | UNDP | 71300 | Premises & Facilities | 901 | - | 901 |  |
|  | 04000 | UNDP | 74500 | Miscellaneous cost (Security Equipment & Support) | 644 | - | 644 |  |
|  | 04000 | UNDP | 74500 | Miscellaneous cost (M&E/Oversight) | 1,288 | - | 1,288 |  |
|  | 04000 | UNDP | 74500 | Miscellaneous cost (Communications Support) | 258 | - | 258 |  |
|  | 04000 | UNDP | 74500 | Miscellaneous cost (Operations Support) | 1,159 | - | 1,159 |  |
|  |  | Subtotal UNDP | 30,000 | - | 30,000 |  |
| **TOTAL ACTIVITY 4 (Project Management)** | **48,000** | **9,000** | **39,000** |   |
|  |  |  |  |  |  | . |  |  |  |
|  | **GRAND TOTAL (in cash)**  | **230,000** | **103,050** | **126,950** |  |

| **Budget Notes**  |
| --- |
| a  | International Consultant for NCSA team development (2 weeks at 3200 USD per week) Comp 1, Task **A** from TORs |
| b | Local NCSA capacity development expert (3) (1 week per year, 2 weeks total, each expert remunerated at 900 USD per week) Comp 1, Task **D** from TORs |
| c | Project coordinator (25 weeks per year at 600 USD per year) and 3 project officers (each 5 weeks per year at 550 USD per year). Costs equally spread across components 1, 2 and 3. |
| d | Travel in connection with technical backstopping and monitoring of project activities |
| e | Fuel and stationary in connection with project activities. |
| f | Int. consultancy to develop situational analysis (4 weeks at 3200 USD per week. Comp 2), Task **A** from TORs |
| g | Int. consultancy to establish synergies in capacity building for implementation of the CBD, UNCCD, UNFCCC and International Waters in Somalia and act as technical NCSA advisor (6 and 3 weeks respectively per year at 3200 USD per week. Cost spread over Comp 2 and Comp 3), Tasks **B1 and B2** from TORs |
| h | Int. Consultant to prepare an Action Plan and Final Report for the NCSA Project (Comp 2) (1 week per year at 3200 USD per week), Task **C** from TORs |
| i | Local NCSA capacity dev experts (3) (1 week per year, 2 weeks total, each expert remunerated at 900 USD per week), Task **D** from TORs |
| j | Int. consultancy to establish synergies in capacity building for implementation of the CBD, UNCCD, UNFCCC and International Waters in Somalia and act as technical NCSA advisor (6 and 3 weeks respectively per year at 3200 USD per week. Cost spread over Comp 2 and Comp 3), Tasks **B1 and B2** from TORs |
| k | Int. Consultant to prepare an Action Plan and Final Report for the NCSA Project (Comp 3) (2 week per year at 3200 USD per week), Task **C** from TORs |
| l | Local NCSA capacity dev expert (3) (1 week per year, 2 weeks total, each expert remunerated at 900 USD per week),Task **D** from TORs |
| m | 3 NCSA Regional Consultation Workshops over 6 days, 1 in each region (3000 each) and 1 National Consultation Findings Workshop which synthesizes findings (1 day) (6000) |
| n | 3 Regional Validation Workshops then a 1 National Validation Workshop (4 days total) (3000 Regional each and 6000 National) |
| o | 1 National NCSA Completion workshop with representation from the regions (1 day at 6000 USD)  |
| p | Audit fee |
| q | Printing of 2000 copies of the NCSA and related reports. |
| r | Project staff cost |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Funds: [[18]](#footnote-18)** |  |  |  |  |  |  |
|  |  |  |  |  | AmountYear 1 | AmountYear 2 | Total |
|  |  |  |  | **GEF**  | $ 103,050 | $ 96,950 | $ 200,000 |
|  |  |  |  | **UNDP** | \_ | $ 30,000 | $ 30,000 |
|  |  |  |  | **Government (in-kind)** | $ 20,000 | $ 20,000 | $ 40,000 |
|  |  |  |  | **TOTAL** | $ 123,050 | $ 146,950 | $ 270,000 |

# Management Arrangements

**Project Implementation Team (PIT)**

Project Coordinator;

3 Project Officers;

Admin/Finance Assistant;

Consultants (on-need basis) – priority to be given to qualified Somali Nationals

**Project Board**

**Senior Beneficiary:**  GEF Operational Focal Point for Somalia

**Executive:** Country Director, UNDP Somalia

**Senior Supplier:** Regional Technical Advisor, UNDP/GEF

**Project Assurance**

Project Manager (Environment and Energy)

**Technical Committee**

Ministries of Planning, Water, Agriculture, Livestock, Health, Finance, Women Affairs, relevant UN agencies, relevant civil society organisations (CSOs).

Additional members may be co-opted on need basis

**Project Organisation Structure**

1. This project will be implemented under the DIM (Direct Implementation Modality), and UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing.
2. The responsibility for the implementation of this project is with UNDP. UNDP may identify a Responsible Party to carry out activities within a DIM project. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP on the basis of a written agreement or contract to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP.
3. The Directorate of Environment (DE) established in the Office of the Prime Minister, in its capacity as the host agency for the GEF Operational Focal Point and the lead agency for other environmentally-related projects, will be the lead national institution to work with UNDP in the preparation of NCSA. In line with the standard management arrangement structure for UNDP assisted projects in Somalia, a Project Board consisting of UNDP and the GEF Operational Focal Point will be formed. Project Board meetings will be attended by Government Focal Points in each zone such as from the Ministries of Planning, Water, Agriculture and Livestock. Additional representatives will be invited to attend Project Board meetings as required.
4. The Project Board will oversee, and be responsible for, the policy level decision making during the NCSA process. The Project Board will approve the detailed Work Plan and associated budget for the activities. It will oversee the progress of NCSA preparation, address issues as needed, and guide and support the Technical Committee and experts throughout the implementation phase. The Board will review and approve standard progress reports on a quarterly basis, and it will organize the approval of the final NCSA report and action plan. It will also ensure that appropriate consultative processes take place with stakeholders. The Project Board will be a mechanism for closer coordination across all related institutions. The Board will include all Convention focal points to ensure complementarity and concerted action around the NCSA process by drawing relevant inputs from other Enabling Activity (EA) projects.The meetings of the Board will be held on a quarterly basis – with the first meeting coinciding with the launch of the NCSA preparations.
5. A Project Implementation Team (PIT) will also be formed. The team will consist of a Project Coordinator (recruited jointly by UNDP and GEF focal point) and three Project Officers, one from each zone in Somalia. As per standard practice, it would be ensured that the team members have the skills to take account of gender dimension during the project implementation. The PIT will be responsible for running the NCSA process day-by-day as indicated in the Tasks to be performed for the EA Management at the end of this document.
6. A Technical Committee having a membership of technical focal points from the Ministries of Planning, Water, Agriculture, Livestock, Health, Finance and Women, UN agencies (especially GEF Implementing Agencies with a presence in Somalia), NGOs/CBOs, academia and relevant bilateral donors will also be formed to further support sectoral issues and facilitate the cross-cutting nature of the NCSA.
7. The Technical Committee, assisted by the sector experts, will review the thematic assessments, reports and action plan produced during the NCSA process. UNDP and the Directorate of Environment will ensure that the Technical Committee is engaged throughout the NCSA process and technical groups/multidisciplinary groups formed under the Technical Committee are supported to perform their functions. Technical groups and multi-disciplinary groups will draw their members from the Technical Committee to undertake various tasks during the course of NCSA preparation. On an as needed basis, the Technical Committee will be allowed to co-opt additional members, with the consent of the Project Board, to keep the regional balance between Somalia´s zones.
8. The Technical Committee and multidisciplinary working groups will ensure close coordination with all related projects and processes, including other Enabling Activities, once they reach the implementation stage. The UNDP Donors Coordination group will support the NCSA project on an ad-hoc basis. This will ensure effective coordination amongst agencies undertaking environmentally- related programmes and projects in Somalia so that all donor interventions will be coherent and strategically aligned with the NCSA.

# Monitoring Framework and Evaluation

1. The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.
2. **Project start:** A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

1. The Inception Workshop should address a number of key issues including:
2. Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
3. Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
4. Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
5. Discuss financial reporting procedures and obligations, and arrangements for annual audit.
6. Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.
7. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.
8. **Quarterly:**
* Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
* Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
* Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.
1. **Periodic Monitoring:** A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.
2. *Day to day monitoring of implementation progress* will be the responsibility of the Project Coordinator, Director or CTA (depending on the established project structure) based on the project's Annual Work plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.
3. *Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.
4. **End of Project:** During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project’s results.
5. **Audit clause:** Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies.
6. **Learning and knowledge sharing:** Results from the project will be disseminated within and beyond the project intervention zone 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 project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

1. **Communications and visibility requirements:** Full compliance is required with UNDP’s Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The [GEF logo](http://www.thegef.org/gef/GEF_logo) can be accessed at: <http://www.thegef.org/gef/GEF_logo>. The [UNDP logo](http://intra.undp.org/coa/branding.shtml) can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is also required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at: <http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf>. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

1. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

#  M& E workplan and budget

| **Type of M&E activity** | **Responsible Parties** | **Budget US$***Excluding project team staff time* | **Time frame** |
| --- | --- | --- | --- |
| Inception Workshop and Report | * Project Manager
* UNDP CO, UNDP GEF
 | Indicative cost: 8,000 | Within first two months of project start up  |
| Measurement of Means of Verification of project results. | * UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.
 | To be finalized in Inception Phase and Workshop.  | Start, mid and end of project (during evaluation cycle) and annually when required. |
| Measurement of Means of Verification for Project Progress on *output and implementation*  | * Oversight by Project Manager
* Project team
 | To be determined as part of the Annual Work Plan's preparation.  | Annually prior to ARR/PIR and to the definition of annual work plans  |
| ARR/PIR | * Project manager and team
* UNDP CO
* UNDP RTA
* UNDP EEG
 | None | Not applicable |
| Periodic status/ progress reports | * Project manager and team
 | None | Quarterly |
| Mid-term Evaluation | * Project manager and team
* UNDP CO
* UNDP RCU
* External Consultants (i.e. evaluation team)
 | None | Not applicable for EA projects  |
| Final Evaluation | * Project manager and team,
* UNDP CO
* UNDP RCU
* External Consultants (i.e. evaluation team)
 | None  | Not applicable for EA projects |
| Project Terminal Report | * Project manager and team
* UNDP CO
* local consultant
 | 0 | At least three months before the end of the project |
| Audit  | * UNDP CO
* Project manager and team
 | Indicative cost : 5,000  | Yearly |
| Visits to field sites  | * UNDP CO
* UNDP RCU (as appropriate)
* Government representatives
 | For GEF supported projects, paid from IA fees and operational budget  | Yearly |
| **TOTAL indicative COST** Excluding project team staff time and UNDP staff and travel expenses  |  US$ 13,000 (+/- 5% of total budget) |  |

1. A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Project Board Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities. Costs for the M&E activities will be covered by a UNDP cash co-financing grant.

# Legal Context

1. The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](https://intranet.undp.org/global/documents/ppm/Supplemental.pdf) to the Project Document, attached hereto and forming an integral part hereof, as the “Project Document”. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system. UNDP will undertake all reasonable efforts to ensure that none of the project 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>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# Annex

## Annex I Potential Risks and Mitigation Measures

Risks identified and mitigation measures to be taken within the NCSA process include the following:

1. Low level of cooperation between executing institutions due to political divisions and the existence of distinct zones in Somalia – Management arrangements will be clear with the Directorate of Environment responsible for the NCSA. Each zone will have a Project Officer who will be in charge of activity NCSA assessments and act as part of the Project Implementation Team. Programme outcomes will be maximized by having three clear Regional NCSA teams that will be guided by a multi-sector Technical Committee which will include relevant government representatives, district officers and NGO/CBO representatives from each zone. Also, the NCSA project will support the broader process of building environmental institutional and technical capacity within the national and decentralized levels of the Government as per the NAPA and the on-going NAPs process.
2. Deteriorated security situation in Somalia: As the Government is becoming more effective and its control over more areas is expanding, it is anticipated that security risks will be reduced. To reinforce security, all the programme activities will be implemented by the regional NCSA teams, local NGOs and focal points, in consultation with the concerned Government institutions and under the security protocols established by the UN. Field Teams in the 3 regions will be comprised of national professionals who can freely move in the programme area. Similar to the NAPA and LDCF1 preparation, project implementation will ensure that customary dispute resolution mechanisms are used to resolve any conflicts. Project implementation will also ensure an inclusive, participatory approach involving all key stakeholders including women and youth.
3. Low interest of district governments to support the environment due to anticipated monetary loss (e.g., charcoal production): The NCSA will anticipate setting aside government funds to raise community awareness on how to adopt modern means of income generation which simultaneously support sustainable, socio-economic development. The project activities will also strengthen the technical and institutional capacity of the Government at all levels in mainstreaming environment concerns into sectoral development planning priorities for each zone and nationally.

## Annex II Tasks to the Performed by Key Positions under the Project

| *Position Titles* | *Estimated Person Weeks* | *Tasks to be Performed* |
| --- | --- | --- |
| For EA Management |  |  |
| Local |  |  |
| Project Coordinator | 50 weeks over 2 years | i. Coordinate all project related work, be responsible for all project outcomes and deliverables, conduct quality control of all inputs from thematic groups and individual experts, liase with the focal ministry and partner with key stakeholders; ii. Prepare background papers for the consultations; iii. Ensure particiaption of all the stakeholders in the NCSA preparation process; iv. Efficiently mobilise the project inputs; v. Conduct activities for Monitoring and Evaluation and timely deliver progress reporting; vi. Be responsible for sound financial management of the project, ensure transparency and competitiveness in all procurements following UNDP's procedures. |
| Project Officer (each zone) | 5 weeks each over 2 years | i. Prepare progress reports; ii. Prepare the agendas and working documents for the consultations; iii. Record the discussions and follow-up actions; iv. Monitor activity and financial progress; v. Assist the Project Coordinator in financial management and M&E activities; vi. Coordinate with key stakeholders for participation and provide necessary logistical support for all NCSA related events.  |
| International Consultant to establish NCSA teams and provide capacity building (2 weeks, Comp 1) and International consultant to undertake a situational analysis of the status of implementation of the MEAs (CBD, UNCCD, UNFCCC, and International Water Resources) in Somalia (4 weeks, Comp 2) (Task A in the Budget Notes) | 6 | •Support the establishment of NCSA teams including technical expert working groups and a multi-disciplinary team•Provide capacity reinforcement for teams so they understand their roles and responsibilities•Review key national documents on relevant thematic area (CBD, UNCCD, UNFCCC and International waters to confirm key national concerns and their relationship with the broad national sustainable development frameworks such as SSDP;•Review regional and international documents and identify specific capacity building issues of relevance to Somalia taking into account trans-boundary issues;•Review relevant legal instruments, policies/or non-regulatory mechanisms including their effectiveness, overlaps gaps or inconsistencies;•Conduct interviews with relevant stakeholders involved in either desertification/dryland management, particularly in Arid and Semi-Arid Lands (ASALs); biodiversity conservation; climate change and integrated water resources management of international waters;•Undertake consultations with relevant stakeholders involved in desertification/dryland management; biodiversity conservation; climate change and integrated water resources management of international waters at national and regional levels as appropriate;•Undertake a stakeholder analysis and develop a stakeholder matrix indicating mandates, interests and possible roles;•Identify which relevant projects have been implemented including their impacts as well as lessons learned which are relevant to capacity building needs for either desertification/dryland management; biodiversity conservation, climate change and integrated water resources management of international waters;•Prepare a draft report of the situational analysis;•Present the draft report to the GEF Sub Committee and other stakeholder interest groups, and incorporate comments from these consultations;•Facilitate Task Force discussions to prioritize the identified issues in the draft report;•Incorporate the prioritized issues in the situational analysis draft report; •Through interactive Task Force discussions and using a “problem tree analysis” or similar approaches, identify capacity constraints on the prioritized issues identified above;•Identify potential areas of capacity building activities needed for effective implementation of the convention being addressed;•Identify possible interventions to address the capacity constraints;   Prepare a draft report detailing the capacity building needs identified through the exercise above;•Facilitate a national stakeholders’ workshop on the consultancy activities;•Finalize the draft report on capacity needs assessment. Outputs•A draft report of the situational analysis of either CCD; CBD, UNFCCC and Integrated water Resources Management of International Waters in Somalia including a stakeholders matrix; and•A draft report of the capacity needs assessment for implementing any of the above mentioned conventions in Somalia |
| International consultancy to establish synergies in capacity building for implementation of the CBD, UNCCD, UNFCCC and International Waters in Somalia, Comp 2 and 3 (Task B1 in the Budget Notes) | 6 | • Review relevant global, regional and national initiatives related to capacity building for synergistic implementation of the conventions;• Review the situational analysis and capacity needs reports and identify cross cutting issues that require capacity building;• Develop a matrix to indicate the capacity issues, challenges to integrated capacity building; their level of existence, lead institutions and interventions on synergistic capacity building;• Add any important issues which could have been missed out in the situational analysis and capacity building;• Identify legal, policy and other sustainable development frameworks that could support or promote the synergistic implementation of the conventions;• Identify the capacity of relevant national institutions to provide training on cross cutting convention´s issues;• Identify opportunities for integrating cross cutting issues in the plans of institutions handling the conventions;• Present the draft report to a group of taskforce members and the GEF Sub-committee and incorporate any comments accordingly;• Present the report with recommendations of synergistic capacity building to a national stakeholder´s workshop. |
| International Consultant to prepare an Action Plan and Final Report for the NCSA, Comp 2 and 3 (Task C in the Budget Notes) | 4 | • Review the previous documents, i.e., the situational analysis and capacity needs reports for the four thematic areas in addition to the synergies report;• Synthesize the results of these activities into a single concise document – the NCSA country report;• Based on the identified capacity constraints and opportunities, come up with the conventions’ strategic action plan and follow up activities;• Present to a group of Task Force members (e.g., the Technical Committee) and the GEF sub-committee a draft report on the NCSA and action plan for Somalia and incorporate any comments accordingly;• Based on the proposed actions, suggest the monitoring and evaluation strategies for these activities;• With guidance of the structure provided, write the NCSA report for Somalia;• Generate a report of the National Capacity Needs Self-Assessment for Somalia, including follow-up actions. |
| For Technical Assistance |  |  |
| Local |  |  |
| National Experts on Capacity Development (one from each zone), all Components, 900 USD per week per expert, 6 weeks per expert (Task D in the Budget Notes) | 6 | • Brief the Project Team, Technical Committee, Project Board and stakeholders, on capacity development approaches;• Assist in the identification of national consultants and institutions that can provide services to the work teams;• Support the Project Coordinator in the preparation and facilitation of launch workshops for the work teams. This will include developing capacity assessment methodologies most suitable for Somalia, finalizing TOR for each work team, assisting in the preparation of work plans for each work team and deciding how results will be presented;• Support the International Expert with the Situational Analysis, the Stock-taking exercise, and in the preparations of the Action Plan and Final Report;• Facilitate an inception workshop to elaborate the methodology for the NCSA based on the “Guide for Self-Assessment of Country Capacity Needs for Global Environmental Management” and other resource materials;• Participate and facilitate national forums;• Periodically review outputs of work groups and review the final action plan and strategies including resource mobilization plans. |
| International Consultancy to act as NCSA Advisor and facilitate synergy buildings, Comp 2 and 3 (Task B2 in the Budget Notes) | 3 | • Identify the priority capacity strengths, constraints and needs at the individual, organizational and systemic levels that are cross-cutting for the Rio Conventions and other MEAs being considered;• List out the priority opportunities for linkages and synergies in implementing the Rio Conventions and other MEAs being considered;• List out the priority capacity needs and possible linkages and synergies which are cross-cutting for global and national environmental management/ sustainable development;• Prepare a preliminary list of possible capacity development actions to address priority cross-cutting needs which have already emerged;• Identify the priority capacity strengths, constraints and needs at the individual, organizational and systemic levels that are cross-cutting for the Rio Conventions and other MEAs that Somalia is party;• List out the priority opportunities for linkages and synergies in implementing the Rio Conventions and other MEAs being considered;• List out the priority capacity needs and possible linkages and synergies which are cross-cutting for global and national environmental management/ sustainable development;• Prepare a preliminary list of possible capacity development actions to address priority cross-cutting needs which have already emerged;• Highlight the vision, goals, objectives and principles for capacity development for management of global and national environmental issues;• Prepare a concise summary of priority thematic and cross-cutting capacity needs;• Recommend Capacity Development actions to address priority capacity needs, including information on “who, what, when, where, how”, i.e., actions, timelines, key participants, and suggested domestic and/or international funding, if needed;• Identify and facilitate opportunities for linkages and synergies across conventions and across global and national environmental management;• Suggest the institutional arrangements for Action Plan implementation: mandates, roles and responsibilities of key organizations and individuals;• Recommend the implementation strategies, including monitoring and evaluation.• Suggest the Communication Strategy to support Action Plan implementation, with recommended objectives, target groups and techniques. |

1. For UNDP supported GEF funded projects as this includes GEF-specific requirements [↑](#footnote-ref-1)
2. FAO 2011. *Highlands and Drylands, Mountains a source of resilience in arid regions*. [↑](#footnote-ref-2)
3. Prezi 2014. *Horn of Africa: A Cornucopia of Biodiversity* http://prezi.com/5dkiwetvl5jo/horn-of-africa-biodiversity-hotspot/ [↑](#footnote-ref-3)
4. UN and World Bank. 2006: *Somali Joint Needs Assessment: Productive Sectors and Environment Cluster Report.* [↑](#footnote-ref-4)
5. UNEP May 2006. *Somalia Joint Needs Assessment: Environment Sub-Cluster Report.* [↑](#footnote-ref-5)
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17. *All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.* [↑](#footnote-ref-17)
18. *Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...*  [↑](#footnote-ref-18)