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## United Nations Development Programme Project Document

<b>Project title:</b> Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations		
<b>Country:</b> Djibouti	<b>Implementing Partner:</b> Ministry of Housing, Urban Planning, Environment (MHUPE)	<b>Management Arrangements:</b> National Implementation Modality (NIM)
<b>UNDAF/Country Programme Outcome:</b> Strategic Priority 4: National and local institutions and actors of good governance ensure effective, efficient, and transparent management of public resources for inclusive and equitable development		
<b>UNDP Strategic Plan Output:</b> Solution 4: Promote nature-based solutions for a sustainable planet		
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<p><b>Brief project description:</b> This project will strengthen targeted policy, institutional, and technical capacities within the existing baseline of current capacity development efforts. This project is in line with the GEF-6 CCCD Strategic Objectives 1, 2, 3, and 4. The goal of this project is that Djibouti will be better enabled to meet and sustain global environmental priorities within the framework of national socio-economic development priorities. The immediate objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance. This requires the country to have the capacity to coordinate efforts, as well as be able to adopt best practices for integrating global environmental priorities into decentralized planning, decision-making, and reporting processes. The project will be carried out via four linked components. Component 1 calls for enhancing capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions. Component 2 focuses on decentralization of global environment governance, specifically to strengthen targeted institutional arrangements for the cost-effective and streamlined application of better natural resource management practices that meet dual national socio-economic and global environmental objectives. Component 3 will focus on setting up and initiating the early implementation of an environmental management information system for improving the country's monitoring and assessment of global environmental impacts and trends. Activities under Component 4 are a suite of knowledge management exercises that set out to improve environmental attitudes and values for the global environment. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.</p>		

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<b>Signatures</b>	
Signature on behalf of The Government Of Djibouti	Signature on behalf of UNDP
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## **ACRONYMS AND ABBREVIATIONS**

ADB	African Development Bank
APR	Annual Performance Review
CBD	Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CHM	Clearing House Mechanism
CSOs	Civil Society Organizations
EMIS	Environmental Management Information System
FAO	Food and Agriculture Organization
FCCC	United Nations Framework Convention on Climate Change
GEF	Global Environment Facility
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
MHUPE	Ministry of Housing, Urban Planning, Environment
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NPD	National Project Director
NPM	National Project Manager
PMU	Project Management Unit
PPG	Project Preparation Grant
PRSP	Poverty Reduction Strategic Paper
PSC	Project Steering Committee
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SBAA	Standard Basic Assistance Agreement
SCAPE	Strategy of Accelerated Growth and Promotion of Employment
SMART	Specific, Measurable, Attainable, Relevant, and Time-bounded
UNCCD	United Nations Convention to Combat Desertification and Drought
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme

## **A. DEVELOPMENT CHALLENGE**

### **A.1 Situational Context**

1. Djibouti is located in Eastern Africa and borders Somalia, Eritrea, and Ethiopia. The Republic of Djibouti covers an area of about 23,200 km<sup>2</sup> and enjoys about 372 km of coastline along the Babel Mandeb Strait and the Gulfs of Tadjourah and Aden. Located on the African rift, Djibouti's altitude ranges from 150 meters below sea level to more than 2,020 meters. Nearly 70% of the total population lives in Djibouti City and more than 23% of the population lives in extreme poverty.
2. Djibouti's climate is tropical arid. However, there are three distinct zones, with unique temperature ranges, including: a) coastal plains (25-35°C), b) plains and inland plateaus (25- 45°C), and b) mountainous areas (10-30°C). Due to Djibouti's harsh landscape, forest accounts for less than one percent of the total area, and vegetation mostly consists of some steppes and grasses dominated by Acacias. Djibouti is vulnerable to several types of natural disasters including extended periods of drought, frequent flash and intense flooding, frequent earthquakes originating from the volcanic area along the Assal Rift, and wildfires fueled by drought. Water is a scarce resource and poses a serious problem for the country. Djibouti has low rainfall (the average annual rainfall is around 136 mm), an absence of sustainable surface resources, and slow renewal of the water table. As a result of Djibouti's landscape and rainfall, Djibouti faces serious desertification. Also contributing to land degradation problems are salinization of soil and water, irrigation, wind and water erosion, and overgrazing.
3. Given Djibouti limited water and arid climate, climate change also poses a serious threat. Current problems with water scarcity, flooding, and desertification will likely worsen with climate change. These issues, combined with Djibouti's geography and developmental and adaptation challenges make Djibouti one of the most vulnerable countries to climate change impacts.
4. Despite these conditions, Djibouti enjoys rich biodiversity. Djibouti has 826 species of plants and 1417 animal species including 493 invertebrates, 455 fish species, 40 reptile species, 360 species of birds, 66 species of mammals, three species of amphibians. Additionally, Djibouti has rich marine biodiversity, coral reefs, and mangroves. This biodiversity is threatened by numerous sources including degradation of natural environments by natural and anthropogenic causes, overexploitation, pollution, livestock management, and invasive species. According to the IUCN, several species are threatened. Given these threats, there is a real need to ensure that Djibouti's natural resources are protected and restored.

### **A.2 Consistency with National Priorities**

5. Djibouti is a signatory to the Rio Conventions, joining the UNCCD in 1997, the UNCBD in 1994, and the UNFCCC in 1995. The Government of Djibouti has also demonstrated a desire to protect its natural resources through a number of projects. Since joining the GEF, Djibouti has received aid totaling US\$ 18.9 million. Under the GEF-5 Djibouti received US\$ 3.14 Million for land degradation projects, US\$ 1.5 Million for biodiversity projects, and US\$ 2.2 Million for climate change projects. Currently, the multilateral donor agencies working in Djibouti include the African Development Bank, GEF, IFAD, UNDP, and the World Bank. The bilateral donor agencies working in Djibouti include Norway and the United States (USAID).
6. The Government of Djibouti has also shown its commitment to improved environmental outcomes through new and transformative policies and plans such as Vision 2035, in particular mainstreaming environmental considerations into socio-economic development and regional integration. Section 6 below further describes Djibouti's national development priorities.
7. Towards meeting the objectives of Vision 2035, the 2015-2019 Strategy of Accelerated Growth and Promotion of Employment (SCAPE) outlines four strategic axes to meet the challenge of accelerating growth and generating employment: (i) economic growth, competition and the leading role of the private sector, (ii) the development of the human capital, (iii) the public governance and the

reinforcement of the institutional capacities and (iv) the poles of both regional development and sustainable development.

8. This project will serve as an important mechanism to integrate and synthesize capacity development recommendations from the NCSA as well as the set of GEF Enabling Activities that are being carried out by the country under each Convention. These national reports reaffirm the national relevance and priorities of the project to Djibouti. This includes the UNCBD 2011-2020 Strategic Plan that includes the Aichi targets to guide Djibouti's actions and the NBSAP (2002) and Fifth National Report (2015) that specifically identified: a) a lack of monitoring mechanisms; b) insufficient national financial resources; c) inadequate technical capacity; d) insufficient policies; e) stalled decentralization; and f) inadequate data, information, knowledge, and awareness to meet and sustain UNCBD obligations.

9. The project is also aligned with Djibouti's National Action Programme (2000) under the UNCCD by strengthening capacities to mainstream land degradation into a national strategy. The project's capacity development activities will also strengthen the sustainability of the numerous initiatives of Djibouti's National Adaptation Programme of Action to Climate Change (2006) to adapt to the impacts of climate change within the context of the Djibouti's economic development priorities.

10. The point of entry for GEF funding is the global environment. However, the project is relevant to national socio-economic development by contributing to strengthening the institutional sustainability of Djibouti's development pursuits in ways that are more environmentally friendly and resilient to the impacts of climate change. The project will make these connections through its strategy to mainstream obligations under the Rio Conventions into national development and sectoral planning framework and supporting capacities. Given its mainstreaming approach, the project will also contribute to Djibouti's poverty alleviation priorities as outline in the 2008 Poverty Reduction Strategy Paper (PRSP). Djibouti's PRSP works to achieve the MDGs and is based on four pillars:

- Accelerate growth and preserve the major macroeconomic balances
- Develop human resources and ensure universal access to basic services
- Promote harmonious, balanced local development and preserve the environment
- Anchor the principles of good governance and build capacities.

11. This project is also in line with Djibouti's UNDAF (2018-2022). The UNDAF is intended to support Djibouti's long-term development and addresses specific national objectives with the goal of meeting the MDGs. This project is most closely aligned with UNDAF outcomes one and three: Governance, Gender and Economic Development and Resilience to Natural Hazards and Food Security, respectively. The project will also make indirect contributions to other UNDAF outcomes.

12. The National Initiative for Social Development is a five year plan that was launched in 2007 (updated in 2011) by the President. This initiative seeks to accelerate economic growth and create the conditions for sustainable development. The project will also assist the Government of Djibouti to achieve the national priorities as set out in its Vision 2035. The Vision is based on five pillars that support the transition to a new path of progress and development. The five (5) pillars include:

- Peace and national unity
- Good governance
- Diversified and competitive economy, with the private sector as catalyst
- Consolidation of human capital
- Regional integration

13. Environmental topics are specifically addressed under cross-cutting themes. The Vision recognizes the value of the environment to economic growth and well-being, and calls for sustainable water management, fighting against desertification, and projects to reduce GHG emissions. In fact, the Vision notes that the extreme aridity in Djibouti significantly slows the development of agricultural

opportunities and the scarcity of water resources is a severe constraint for both agricultural and pastoral activities. In particular, the Vision contains numerous goals that align with the CCCD project. These goals range from making Djibouti 100 percent green, adapting to climate change and risk management, strengthening human capabilities, creation of sustainable policies for energy, water and environment, integrating awareness and education, and ensuring genuine involvement with communities. Along with environmental topics, the Vision explicitly discusses the empowerment of women.

### **A.3 Challenges and Barriers**

14. Djibouti has demonstrated its commitment to the environment by joining numerous multilateral agreements and undertaking numerous projects and initiatives. Despite these efforts, Djibouti is still suffering from bottlenecks that hinder its ability to implement the Rio Conventions. Djibouti completed its NCSA from 2006-2008 through a consultative process and participatory approach that involved numerous stakeholders from various sectors. Stakeholders identified a number of areas that explain Djibouti's difficulty in fulfilling the obligations of the Rio Conventions. The NCSA (2008) identified the following cross-cutting barriers:

- Limited coordination and exchange of information between decision-makers
- Limited environmental awareness among policy and decision-makers
- Insufficient education
- Limited information and inadequate flow of information, monitoring/evaluation
- Absent databases and websites
- Insufficient human resources including a lack of technical skill
- Deficiency of skilled personnel in specific fields (e.g., taxonomy, biology, marine, ecology, botanists, etc.)
- Limited funding at all levels
- Poor implementation of the legal and regulatory framework
- Overlapping responsibilities/duplication of powers between the different decision-makers
- Limited training in organizations
- Insufficient stakeholder involvement
- Slow integration of environmental considerations in the development of the country
- Weak implementation of adaptation and mitigation measures

15. Along with identifying barriers, the NCSA process produced the National Action Plan for Capacity Development, which aimed to help Djibouti address the barriers identified in the NCSA assessments. In the decade since the NCSA was prepared, subsequent evaluations have reaffirmed the challenges that Djibouti faces in meeting Rio Conventions obligations, including the UNDAF (2018-2022) and the UNCBD 2011-2020 Strategic Plan.

### **A.4 Baseline Projects**

16. There are a large number of projects that constitute the baseline to the present project, ranging from relatively small initiatives at the household level destined to improve local communities' resilience to the impacts of climate change and better drought management practices. Table 1 outlines a number of these, but is by no means exhaustive<sup>1</sup>. This baseline serves to reinforce the ability of the project's capacity building activities to take root given that there is past experiences and needs in terms of information and knowledge to replicate past successes. Critically, the CCCD project will form strategic linkages with projects currently underway and planned to create synergies and economies of scale. The

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<sup>1</sup> Progress reports prepared by the Ministry of Economy and Finance provide useful information about the full set of development projects financed by bilateral and multilateral donor organizations. These reports pay particular attention to how these projects contribute to Djibouti's national development priorities, as outlined in Vision 2035.

project's implementation arrangements that include the key role of the National Project Director and the Project Steering Committee, with the support of UNDP, will ensure that key linkages be made with all relevant government bodies, bilateral and multilateral development partners, and non-state stakeholders to build on lessons learned from past and current initiatives.

Table 1: Associated Baseline Projects

Project name	Lead Agency	Related Activities
Initiative Share : 'Support Horn Africa Resilience'	European Union, FAO, Ministry of Agriculture	Part of a larger programme with activities in Djibouti focusing on training farmers on better drought resilience practices and related technical assistance
Global Alliance against Climate Change	European Union, Ministry of Environment and Ministry of Agriculture	Pilot activities in the area of energy efficiency, access funding sources, including the carbon market, for the development of renewable energy. Activities also increased the adaptive capacity of communities in the surrounding space of the treatment plant Douda by implementing an irrigated perimeter
Drylands Project for Djibouti US\$ 15 million	Ministry of Agriculture	Technical assistance to improve community services such as community health services, education, livestock, fisheries, agricultural production in drylands, and veterinary services in the Khor Angar et Daasbiyo villages
Developing Agro-Pastoral Shade Gardens as an Adaptation Strategy for Poor Rural Communities US\$ 4.66 million 2011-2016	Ministry of Habitat, Urbanism and Environment, Ministry of Agriculture, Fisheries and Animal Husbandry, Djiboutian Centre for Studies and Research, State Secretariat to the Prime Minister in charge of National Solidarity, and Djiboutian Agency for Social Development, UNDP	Installation of small hydrological infrastructures such as earth dams, water ponds, percolation tanks and injection bore wells in different locations of Petit Bara and Grand Bara with the aim of increasing water retention and penetration into soil, developing new large pastureland areas, providing new water points to livestock while supporting agricultural intensification and fodder production in shade-gardens for subsequent seasonal storage.
Creation of a Regional Center of Excellence for the Validation of Arid and Semi-Arid Zones in the Framework of Climate Change	Ministry of Agriculture	Develop of systemic capacities to define effective and 'acceptable' methods for the sound management of water and soil, in relation to salinity and climate change.
Agro-Pastoral Pilot Farms Development Project (PACCRAS) US\$ 1 million 2012-2013	Ministry of Agriculture, Livestock, Fisheries, Water and Marine Resources, UNDP	Construction of three agro-pastoral farms covering 22 ha; Mobilization of surface and shallow groundwater through wells, infiltration gallery, flood protection dyke, water management committees; and poultry household farms
Capacity Building Support Programme for Improved Public Governance (PAMOC)  2014 - 2018 Euro 2 million	Ministry of Economy, Finance and Industry European Union	The programme to support the implementation of the Djibouti-EU cooperation is structured in two components: 'Institutional Support to Ministries and Djiboutian Agencies' (Component 1) and 'Support to the National Authorizing Officer of the European Development Fund' (component 2). Capacity development support is directed to Djiboutian institutions that in the areas of strategic



Project name	Lead Agency	Related Activities
		<p>planning and formulation, monitoring, and evaluation. The programme also supports to strengthen the absorptive capacities of the National Authorizing Officer of the European Development Fund, with particular attention on improved coordination of all external financing and programming of development projects. An expected outcome of this programme is to strengthen national ownership of the country's strategic planning process and to integrate into the national budget management system and the management by results of the country.</p>
<p>Support Programme for Civil Society 2017 - present Euro 2 million</p>	<p>Ministry of Economy, Finance and Industry European Union</p>	<p>This programme provides support to improve the culture of democracy and dialogue in the Republic of Djibouti through the increasing and effective participation of civil society organizations (CSOs) in political, economic and social life. This includes (i) updating the legal and institutional framework governing civil society to make it more appropriate for CSO action, including as a governance actor; (ii) Support for capacity-building, capitalization and exchange of good practices so that CSOs can more effectively play their role as independent development actors; and (iii) support for effective participation in national and sectoral processes for dialogue and consultation on development policies with a focus on two processes to be selected at the beginning of the intervention.</p>
<p>Support to decentralization, governance and local development in five regions Euro 12 million 2017 -</p>	<p>Ministry of Decentralization, Ministry of the Interior European Union</p>	<p>This project is important part of the Government's efforts to fight against poverty within the country through developments in all five regions. The project will undertake a range of activities to improve and increase decentralized authorities, responsibilities, and absorptive capacities. Activities include: a) Support to the Ministry of Decentralization to implement the institutional reforms needed to support an effective process of decentralization of state administration; b) Strengthening the institutional and technical capacities of the Regional Councils; and c) Financial support to the Regional Councils for the implementation of the regional development plans</p>

## **B. STRATEGY**

17. This project conforms to the GEF 6 CCCD Strategy's Operational Frameworks 1, 2, 3, and 4. The core strategy for CCCD projects utilizes a learning-by-doing approach to engage national stakeholders and encourage ownership of key cross-cutting issues facing the country in order to develop and implement feasible and replicable solutions. By mainstreaming and integrating global environmental priorities within targeted existing monitoring, evaluation and decision-making processes sustainability would be ensured. The project's design uses the adaptive collaborative management approach, which is organized to ensure that representatives from all stakeholder groups are represented early in the decision-making process. The project approach of pursuing socio-economic and environmental improvements through capacity building, reformed policies, technological innovation, knowledge management, increased efficiency, financial mobilization, and enhanced awareness at a national and sub-national level is also in line with the post-2015 Sustainable Development Goals.

18. Given the barriers facing Djibouti, a number of priority capacity development recommendations could be undertaken within the construct of a Cross-Cutting Capacity Development (CCCD) project. The proposed project would develop a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to making better decisions for the global environment. The objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. This project will be implemented through four linked components:

### **B.1 Theory of Change**

19. This project will lead to change by addressing the barriers that limit Djibouti's ability to meet obligations under the three Rio Conventions as well as other MEAs. More specifically, the proposed project will develop a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to meet and sustain global environmental obligations that will generate global environmental benefits. This project will address specific cross-cutting capacity development priorities identified in the 2008 NCSA, in order to catalyze Djibouti's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. This project is in line with Djibouti's UNDAF, most closely aligning with UNDAF outcomes one and three: Governance, Gender and Economic Development and Resilience to Natural Hazards and Food Security, respectively.

20. A transformative aspect of the project lies in strengthening the institutional linkages between the national and decentralized agencies and authorities responsible for MEA implementation, environmental management and sustainable development more generally. Specifically, the project will transform how Djibouti pursues socio-economic development that integrates global environmental objectives and priorities within decentralized decision-making. Thus, decentralized decision-making must inherently be a holistic construct of the three pillars of sustainable development (integrating environmental, economic and social priorities).

21. The institutional sustainability of expected outcomes will be reinforced by the fourth project component that focuses on strengthening the value, commitment, and knowledge-base of adherents and stakeholders to the pursuit of global environmental objectives within the context of their socio-economic and development priorities. Particular attention will be given to popularizing and advocating decentralized approaches to environmental governance and management. To that end, targeted cross-cutting capacity development activities include multiple dialogues at the national and local levels of varying constructs, as well as raising awareness through the media and schools. Activities will also include the preparation of lessons learned material to inform the replication of project successes.

22. The project strategy is based on knowledge, good practices and lessons learned. Capacity development is an essential component of development effectiveness (Organisation for Economic Co-

operation, 2006). Moreover, since local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits. This project aligns with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. For example, this project includes numerous stakeholders (including women, the government and the private sector) to mitigate the risk of crowding out and to help build ownership (Greijn, 2013). The project design also benefited from lessons learned from previous phases of the GEF and CCCD projects, and includes many good practices such as a SWOT and gap analysis, and an entire component (component 4) focused on awareness building (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, & Twining-Ward, 2014; United Nations, 2011).

23. The project makes the assumption that project stakeholders will in the short-term directly benefit through improved capacities through the learning-by-doing trainings. The public and project stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements. The theory of change is also based on the assumption that learning-by-doing will translate into a greater mobilization of efforts and resources, and that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration (Hill, Rife, & Twining-Ward, 2014), which will in turn lead to long-term change.

## **C. RESULTS AND PARTNERSHIPS**

### **C.1 Project Goal, Objective, and Expected Results**

24. The goal of this project is to help Djibouti better meet and sustain global environmental priorities within the framework of national development priorities. The objective is to *strengthen targeted national capacities to deliver and sustain global environmental outcomes by mainstreaming, monitoring, and decentralizing global environmental governance.*

#### **C.1.a Expected Outcomes and Components**

25. The project will be implemented through **four** strategically linked components, each of which comprises a set of outputs with their respective activities. At the end of the project, each of the four components will result in an expected outcome, namely:

- I. Enhanced targeted capacities to mainstream, develop, and apply policies and legislative frameworks for more cost-effective implementation of the three Rio Conventions
- II. Targeted institutional structures and mechanisms will have been strengthened to improve decentralization of global environment governance
- III. An Environmental Management Information System will have been established to improve monitoring and assessment of global environmental impacts
- IV. Targeted training and awareness-raising will have resulted in improved understanding of the good practices for delivering and sustaining global environmental outcomes within the framework of sustainable development

26. At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between the local, national and global level.

27. The expected outcome of the project is that Djibouti will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. By the end of project implementation, it is expected that Djibouti will: a) improve access to best practices and best available knowledge, including innovative research; b) improve coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhance institutional and technical capacities; d) improve awareness of global environmental values; and e) improve decentralization. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. The project will achieve this by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practice

#### **C.1.b Project Outputs and Activities**

28. Project activities will be carried out strategically so that they are both cost-effective and capture synergies. Project activities are a mix of efforts to strengthen targeted systemic, institutional, and individual capacities, and will be largely undertaken through learning-by-doing workshops. Representatives from numerous government agencies and departments will be invited to participate in all relevant project activities, paying close attention to ensure adequate gender representation and recognition of traditional and indigenous communities. Assessments will benefit from independent peer reviews, to control for quality products, as well as validation workshops to further validate their legitimacy and relevance. The Project Results Framework in Section F provides further details on the activities and target indicators.

**Component 1: Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**

29. Activities under this component will focus on facilitating and catalyzing policy coordination and stakeholder collaboration in order to reduce unnecessary duplication or redundancy of resources (human, institutional, and financial). This component will begin with in-depth analyses of the policy, legislative, and institutional frameworks that will inform a set of priority institutional reforms. These analyses will inform activities to strengthen inter-ministerial and inter-directorate coordination for improved monitoring and compliance with environmental policies and best practices for delivering and sustaining global environmental outcomes. This component will also tie into component 3 on strengthening the cost-effective management of environmental data and information across the three Rio Conventions. These enhanced capacities are intended to help Djibouti achieve synergies and cost-effectiveness, which will over time lead to improved implementation, enforcement, and compliance. This component will also include piloting activities that will enhance institutional sustainability, replication, and scaling up after the project has ended. While a large-scale institutional reform is beyond the scope of this project, the expected outcome of this component is improved institutional mandates, coordination, and collaboration that will result in more cost-effective implementation of the Rio Conventions.

**Output 1.1 In-depth analysis of policy, legislative, and institutional frameworks for mainstreaming and monitoring of Rio Convention implementation**

30. This will involve undertaking an updated assessment of the current set of national policies and legal instruments to determine the extent to which they are effectively implemented. This will include an assessment of the linkages, gaps, and inconsistencies between policies, laws, and strategies with the three Rio Conventions and other relevant multilateral environmental agreements (MEAs). This exercise should build on recently completed and similar analyses, paying particular attention to reconciling the extent to which different policies and legal instruments counteract each other, as well as identify strengths, weaknesses, opportunities, threats, and gaps in compliance.

31. This assessment would be prepared by a team of three national consultants that specialize in each of the three Rio Conventions, and are versed in public administration issues in Djibouti. Together, they will prepare a synthesized report that includes strategic recommendations. Activities to deliver this output will include focus group meetings, individual stakeholder consultations, workshops to review the draft assessment, independent peer review of the penultimate draft, and a validation workshop.

Activities:

1.1.1 Undertake an in-depth analysis of Djibouti's policy and legal framework on environmental governance. This activity will begin with working groups preparing analytical frameworks for the three Rio Conventions. This analysis will be completed through focus groups and workshops in order to assess the capacity and policy at the national and sub-national level.

**Output 1.2 Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations (e.g., information-sharing, collaborative agreements, inter-ministerial committees on MEAs, and non-state consultative committees)**

32. This output will take an objective approach to assessing and strengthening the most appropriate and sustainable consultative and decision-making processes. Consultative processes serve as important opportunities to create cost-effective synergies for sharing data, information, and knowledge. In collaboration with the related programmes and projects currently underway (See Section C.2), this output will facilitate a more comprehensive approach to structuring and streamlining the consultative and decision-making processes with a view to lowering the transaction costs to high quality data, information and knowledge. This output will also seek to remove barriers for the access of high quality data, information and knowledge, which is large due to cost, technology, and sharing policies. This output is also important to invigorating the most appropriate mechanism to legitimize and therefore sustain

strengthened capacities to formulate and implement best practice resilient development and territorial plans that catalyze achievement of both sustainable development and Rio Convention goals.

Activities:

- 1.2.1 Convene working group meetings to negotiate best consultative and decision-making processes. This activity is critical to the project. There have been past experiences, some successful, some not so successful on how government agencies collaborate and consult with each other. This activity, which comprises a set of meetings, is intended to discuss and debate best practicable approaches to improving how planners, decision-makers, and other stakeholder representatives work together across institutions and sectors.
- 1.2.2 Draft memoranda of agreements on consultative and decision-making processes. This will be based on the extensive discussions and recommendations made under 1.2.1. This will include liaison protocols among partner agencies and memorandum of agreement with other non-state stakeholder organizations. This activity will include specific arrangements to promote gender equality in monitoring and decision-making.

**Output 1.3 Targeted updating and streamlining of institutional mandates and arrangements to facilitate and catalyze long-term action to meet global environmental obligations**

33. Activities under this output are intended to improve the transparency, understanding, and ease by which planners and decision-makers can carry out their work in a more cost-effective, timely, and efficient manner. This will be carried out by focusing on the key barriers and high value drivers for catalyzing Rio Convention mainstreaming that were resulted from the analyses of 1.1 and the recommendations of that would be negotiated as part of output 1.2. The activities under this output must also be carried out with the appropriate timing and manner to inform the similar work under component 2 that will focus on decentralized governance of the global environment.

Activities:

- 1.3.1 Undertake an in-depth analysis of institutional arrangements, focusing on the mainstreaming of the three Rio Conventions, the specific monitoring of their obligations, and institutional barriers for compliance. The latter should be in the form of a SWOT and gap analysis and build on the analysis of 1.1.1. This analysis will include the effectiveness of existing coordination and consultative arrangements, with particular attention to the challenges of decentralized environmental management and governance. Based on the analysis, technical working groups will submit technical and policy recommendations to the relevant ministries and agencies and prepare a brief to recommend institutional reforms for improved mainstreaming, monitoring, and compliance to Rio Convention obligations.
- 1.3.2 Undertake an assessment of current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality. This will be informed by the analysis and recommendations of 1.3.1.
- 1.3.3 Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance. These guidelines will provide clear and understandable guidance to carry out quality control/validation procedures. Their preparation must include the active engagement of government and scientific stakeholders, as well as relevant social actors. These guidelines will be based on recommendations from 1.3.1 and 1.3.2, as well as being informed by other relevant project outputs, such as 1.1.
- 1.3.4 Carry out a targeted updating and streamlining of institutional mandates that focus on recommended improvements (per 1.3.1 and 1.3.2). These will focus on those arrangements deemed necessary to catalyze Rio Convention mainstreaming, as well as improved monitoring and compliance. Very careful attention will be given to reconciling the differing arrangements among the various regional and community-based organizations.

**Output 1.4 Demonstration and piloting of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals.**

34. The demonstrations and piloting exercises of this output will focus on how best to mainstream global environmental priorities into socio-economic development that is informed by the Post-2015 SDGs. These demonstrations and piloting exercises will be organized to work against the difficult challenge of individual's internal resistance to change. The demonstrations and piloting activities would be selected on the basis of the best applicable practices to the Djibouti context, which would focus on mainstreaming, monitoring, and compliance at both the national and regional<sup>2</sup> level. Thus, there could be as many as six demonstration and/or piloting exercises.

Activities:

- 1.4.1 Bases on the analyses and recommendations of activities in output 1.1 and 1.2, in particular activity 1.3.4, select one development sector by which to demonstrate the implementation of Rio Convention mainstreaming, monitoring, and compliance. Under this activity, three small sub-projects would be selected to demonstrate and/or pilot the mainstreaming, monitoring, and compliance at the national level, and three similar sub-projects that are reconciled with decentralized authorities. Among the criteria for their formulation and selection are the choices of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals. As part of this activity, project concept proposals will be formulated for each of the pilot projects. This will go through a process of vetting to ensure that the most appropriate and best designed pilot projects for mainstreaming, monitoring, and/or compliance.
- 1.4.2 Set up the institutional arrangements and carry out the demonstration and pilot activities and exercises selected under 1.4.1. These institutional arrangements must be selected and implemented within existing national agencies in order that lessons can be learned about how to carry out alternative approaches to mainstreaming, monitoring, and compliance. This allows for critical thinking to be adopted through a learning-by-doing approach of the demonstrations and piloting.
- 1.4.3 Cull lessons learned from the demonstration and pilot activities. Their analysis will be used to inform the roadmap of activity 2.1.3 that will improve the replication and scaling up of best practices post-project.

**Component 2: Decentralization of global environment governance**

35. Activities under this component will employ a learning-by-doing approach to demonstrate how global environmental benefits can be generated through best practice local and regional development plans. To that end, GEF resources will be used to integrate global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans. This formulation process will be carried out by stakeholders who are already responsible for developing and implementing local and regional plans, with the active involvement of key national stakeholders to ensure legitimacy and political commitment. Additionally, under this component activities to further strengthen organizational and technical capacities for local actors to plan and manage their environment and natural resources in a way that meets both global environmental and sustainable development priorities will be carried out. The project will review and revise a set of key products, including management plans and monitoring guidelines. In all cases, these will be peer reviewed and revised by stakeholders responsible for their implementation and oversight.

**Output 2.1 Guidelines for decentralized management of the global environment**

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<sup>2</sup> Territorial collectives = regional and local authorities

36. This output will develop the capacities of the government stakeholders to roll out environmental protocols, guidelines, regulations and standards that will catalyze environmental and natural resource management that provide incremental benefits under the three Rio Conventions. This capacity will be developed through a learn-by-doing approach that will actively involve government staff as well as staff from partner institutions and agencies. A key set of capacities will be developed to support districts' management of their environment and natural resources.

Activities:

- 2.1.1 Undertake an in-depth analysis of decentralization policies. This activity will consist of a series of meetings and focus group discussions to have a very clear understanding on how existing policies currently operate. The analysis will identify the critical gaps and weaknesses of local policies and plans to the extent that global environmental priorities are inadequately reflected as well as emphasize opportunities and barriers for improved local and regional policy that is consistent with national policy. This activity will also lead to a set of recommendations for improved decentralized management of the global environment.
- 2.1.2 Develop guidelines to integrate Rio Conventions into national and sub-national strategies and plans. These guidelines will be based on best practices and tailored to each state. These guidelines will be tested by the piloting activities of activities 1.4.2 and 2.2.1, the results of which will be used to prepare a more practicable tool in the form of a roadmap (activity 2.1.3).
- 2.1.3 Prepare a roadmap for decentralized decision-making to facilitate and catalyze mainstreaming, monitoring and compliance. This plan will be supported by the various guidance material of the project, and will be improved in the last year of project implementation on the basis of lessons learned from the piloting/early implementation activities under output 1.4. The plan will offer practical steps and approaches to adopt better practices (not necessarily 'best' practices if the latter are deemed not feasible with the Djibouti context). The plan should include expected outcomes as they pertain to long-term implementation, replication, and scaling-up. As other mainstreaming exercises under the project are carried out (e.g., output 1.3), they will inform the preparation of the roadmap, making the roadmap a dynamic instrument over the course of project implementation.

**Output 2.2 Strengthened decentralized government consultative mechanisms for improved monitoring and compliance on the global environment and sustainable development**

37. Building on the analyses of 1.1.1, 1.4.1, and 2.1.1, this output will comprise a set of activities to carry out targeted institutional reforms of local government authorities for improved environmental governance, paying particular attention to meeting global environmental targets. These will focus on strengthening local government mechanisms so that districts can provide better extension services to communities and can adopt better practices for managing the environment and achieving sustainable development goals. These will complement the demonstration and pilot activities of 1.4.2 and inform the selection of the demonstration and pilot activities of 2.4.5.

Activities:

- 2.2.1 Undertake consultations at both the national and regional level to negotiate and organize institutional arrangements to carry out the recommended reforms. These should be targeted to a select set of institutional reforms in the selected sector that experts and stakeholders agree are most likely catalyze the cost-effective mainstreaming, monitoring, and compliance of all three Rio Convention. This activity should not overwhelmingly emphasize one Rio Convention over the other.
- 2.2.2 Carry out learning-by-doing workshops to formulate improved institutional arrangements. These workshops will be organized so that participants employ a learning-by-doing approach to carrying out evaluations. These workshops will include negotiations with key decision-makers to secure consensus agreements on recommended institutional arrangements.



### **Output 2.3 Enhancing commitment to decentralized governance of the global environment**

38. The assessment of the current policy and legal framework in 2.1.1 will lead to learning-by-doing training to reconcile the identified weaknesses. This output focuses on the formulation of codes, laws, and text which will be distributed. Technical working groups made up of experts on the three Rio Conventions will be established under the project, comprising individuals for within government and non-state actors.

#### Activities:

- 2.3.1 Carry out learning-by-doing workshops to prepare targeted district regulatory instruments to implement the Rio Conventions through district development plans. This will be done in order to strengthen the legal decentralization framework.
- 2.3.2 Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation. Technical staff of government agencies and local community representatives will facilitate the wide distribution and use of actual codes, laws and texts pertaining to the decentralization and protection of the global environment and natural resources.
- 2.3.3 Assist technical staff of local communities in wide distribution and use of actual codes, laws and texts pertaining to the protection of the global environment and natural resources.

### **Output 2.4 Strengthened decentralized global environmental management capacities**

39. This output begins with an assessment of technical capacities of regional public institutions and agencies to carry out decentralized governance of the global environment and leads to training activities for government staff in various agencies, as well as other key stakeholders, on new and improved skills that will enhance decision-making on the global environment. In all cases, training will be carried out through learning-by-doing workshops and related exercises. The learned skills in all training exercises are to be designed and implemented in a way that legitimizes decentralized global environmental governance and best practices to implement local development plans.

#### Activities:

- 2.4.1 Assess technical capacities of regional public institutions and agencies to carry out decentralized governance of the global environment. This will be informed by the analyses and the recommendations of 1.1.1 and 1.3.1
- 2.4.2 Develop a training programme and modules building on the assessment of 2.5.1 and existing training programmes.
- 2.4.3 Train key stakeholders on decentralized global environmental governance. Workshop participants will include both national and sub-national representatives.
- 2.4.4 Convene policy dialogues to exchange best practices to implement local development plans.

### **Component 3: Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**

40. The third project component calls for the establishment of an environmental information management system by integrating and reconciling relevant existing systems. Along with developing an institutional mechanism, this component will also provide the learning-by-doing training so that stakeholders make best use this system (output 3.6). An integrated environmental data and information management system will improve Djibouti's absorptive capacity for data and information management for decision making to meet global environment and sustainable development priorities. A resource mobilization strategy will also be developed under this component to support the financial sustainability of project outcomes, including the data and information management system. Particular attention will be given to catalyzing the decentralized governance of environmental and natural resource management. To this end, activities will include an in-depth analysis of the financing needs. Based on the

recommendations of this analysis, a working group comprised of finance and economic experts will be created to discuss opportunities for piloting and implementing best practice and innovative financial and economic instruments.

### **Output 3.1 Institutional mapping and analysis of an optimal data and information management system for the global environment**

41. Activities under this output will focus on assessing the baseline environmental information situation in Djibouti. This will include assessing current data collection and generation methods of the key agencies to better understand the baseline assumptions, level of accuracy, frequency of collection, and spatial distribution of data collection locations. By establishing what data exists and what management systems are currently available, this output will help fill gaps and bring together existing work in the country. This output will help inform the design of the new information management system.

#### Activities:

- 3.1.1 Undertake a SWOT<sup>3</sup> and gap analysis of the institutional requirements to use best available and innovative data, information and knowledge
- 3.1.2 Carry out an assessment of stakeholders' awareness and absorptive capacities to manage and monitor environmental information relevant to the Rio Conventions
- 3.1.3 Organize and convene MEA technical committee meetings to discuss and recommend best practices for collecting and managing environmental data, information, and knowledge

### **Output 3.2 Integrated environmental data and information management system designed**

42. There are a number of databases and information systems already in operation, and the limited amount of project funds do not allow for the establishment of a new system. Activities under this output focus on setting-up the integrated national environmental management information system that will provide Djibouti with a coherent approach to management and presentation of environmental information. The design and structuring of this system is based on networking existing systems, and will be informed by the results of other project activities including the mapping undertaken in output 3.1. A feasibility study of the system will be undertaken and independently validated by experts and other stakeholders. Key features of the EMIS will be the production of data and information that will greatly facilitate the low-cost and efficient preparation of high quality national reports to the Rio Conventions as well as the preparation of information reports for parliamentarians and other policy-makers.

#### Activities:

- 3.2.1 Convene stakeholder workshops on the management of information and knowledge for planning and policy-making.
- 3.2.2 Design the technological requirements for collecting, storing, and sharing data and information.
- 3.2.3 Undertake an independent peer review of the EMIS feasibility study, finalize, and secure stakeholder validation and the required official approvals

### **Output 3.3 Targeted networking of existing data and information management systems**

43. As part of the early implementation on the EMIS, activities under this output will focus on networking existing data and information management systems. The limited funding available for the project, and this output specifically, requires that efficient use of resources be used to connect existing databases and information systems that will result in low-cost and speedy sharing of data and information, rather than have multiple systems duplicate efforts to create and manage the same data and information. However, in order to ensure the resilience of the networked system, a certain degree of redundancy will be needed. The sustainability of the networked system will also require long-term cooperative

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<sup>3</sup> Strengths, weaknesses, opportunities, and threats

agreements among the owners and managers of the networked systems to actively contribute to the smooth operation of the system, including making necessary adjustments so that data and information can be shared with the least amount of bureaucracy.

Activities:

- 3.3.1 Negotiate and facilitate the formulation and adoption of networking cooperative agreements on information and knowledge management with key institutions.
- 3.3.2 Institute targeted management arrangements for sharing information.

**Output 3.4 Selected updating of technologies to create cost-effective synergies for knowledge management**

44. Under this output, the project will procure and install the necessary technology in the participating databases and information systems. Particular attention will be given to network those databases and systems located at the sub-national level with those at the national level.

Activities:

- 3.4.1 Procure and install the technological hardware and software of the EMIS as recommended in the approved feasibility study. This hardware and software will be targeted to allowing existing databases and systems to communicate with each other and store the necessary data and information. The limited GEF funding of the project may preclude the ability of this project to acquire modeling software that would create new data and information, and instead this need will be met by partnering with other related projects,

**Output 3.5 Development of new and improved global environmental indicators for select high priority sectoral development plan**

45. The activities in this output will lead to an agreed set of environmental indicators that support information needs for national development and for implementing Rio Convention recommendations. Working groups will discuss and agree on appropriate indicators and relevant best practice approaches to strengthen women's participation in the decision-making and governance of the global environment from a national context. The working group will be comprised of representatives from key agencies for environmental and disaster management data in the country. Members will have a wide range of knowledge on the three Rio Conventions and will provide policy and technical input into the various project activities. For this particular output, they will contribute to the review and selection of indicators that will respond to the need to monitor and assess achievements under the three Rio Conventions as well as the Post-2015 Sustainable Development Goals.

46. A major problem with indicators is that different agencies collect the same relevant data but some use different methodologies, some of which are outdated. Thus, activities under this output will update the data collection methodologies, and will strengthen the degree of standardization that is needed to ensure the reliability and validity of the data and information. This will lead to technical guidance material so that more timely use of data and information by planners and decision-makers is possible.

Activities:

- 3.5.1 Detail and prioritize a concrete set of environmental, natural resource, and sustainable development indicators for the high priority sectoral development plan
- 3.5.2 Prepare technical guidance material for planners and other users of indicators relevant to the monitoring of the global environment.

**Output 3.6: Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development**

47. This output consists of a set of training activities to government staff in various ministries and agencies, as well as other key stakeholders on new and improved skills that will enhance decision-making on the global environment. The training under this output focuses on two technical aspects of the EMIS. The first focuses on the technical skills for managing data and information, including software and data management, whereas the second focuses on strengthening expertise needed to create knowledge. In all cases, training will be carried out through learning-by-doing workshops and related exercises. The learned skills in all training exercises are to be designed and implemented in a way that legitimizes data, information and knowledge.

Activities:

- 3.6.1 Undertake a comprehensive assessment of training needs to manage data and information. This assessment will build on recent similar exercises in order to synthesize the training needs for the three Rio Conventions, among any other key related multilateral environmental agreement, as appropriate.
- 3.6.2 Prepare a training programme and curriculum that builds on the earlier analyses. This training programme will not necessarily be a new training programme, but more cost-effectively be an update to any relevant training programme where the new and improved training needs can best be incorporated. The most likely relevant training programme(s) would be where the stakeholder trainees would be the same people that would need training for the three Rio Conventions, and where there is important co-financing through other related projects.
- 3.6.3 Carry out training workshops on the management of existing and new data and information through the EMIS. The expectation under this activity is to partner with another project carrying out similar training, and for the GEF contribution to be used to add the training component designed in 3.6.2, and to pay for any additional costs, which may be the incremental cost of the venue for the additional time and the increased number of participants.

**Output 3.7: Early implementation of the integrated environmental data and information management system through a select sectoral plan. This output will be organized to be complementary to the other learning-by-doing workshops and demonstrations and piloting exercises carried out under components 1 and 2.**

48. This output focuses on testing the improved EMIS developed under output 3.5 through early implementation. A collaborative consultation process will be used to select a high value plan for mainstreaming. Activities under this output are designed to strengthen the capacities of stakeholder institutions to access and use environmental data and information for integrating Rio Convention obligations into development planning frameworks and processes. The activities under this output will deliver increased knowledge on data availability and access, and improved ability to analyze and interpret this data for development needs at national or local level.

49. An accompanying roadmap (manual and implementation plan) will also be created. The preparation of this roadmap will be undertaken through a series of learning-by-doing workshops and exercises to identify alternative approaches that will serve as better practice models. As other mainstreaming exercises under the project are carried out, they too will inform the preparation of the roadmap. In this way, the preparation of the roadmap will be a dynamic report over the course of project implementation. The roadmap will be a critical element of the long-term sustainability of project outcomes as it will support training of new staff after the project ends.

Activities:

- 3.7.1 Select one high value sectoral development plan for early implementation and piloting through a broad-based consultative process. The choice of development plan should be the same sector as that selected in component 1 or at least be strategically linked

- 3.7.2 Convene learning-by-doing workshops to use the EMIS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations.
- 3.7.3 Facilitate dialogues on the EMIS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship.
- 3.7.4 Undertake a study of lessons learned from the use of the EMIS to mainstream Rio Convention obligations into sectoral plans and policies. These will be used to inform the revised of guidance material and the roadmap that will serve to facilitate post-project replication and scaling up of project outcomes.

### **Output 3.8 Resource mobilization strategy for Rio Convention mainstreaming**

50. This output will begin with a review and compilation of existing resource mobilization strategies and financial plans that were prepared in the last few years. Consultations will take place among a wide range of stakeholders, in particular, expert informants who will assess the successes and failures of these recent strategies and plans. These consultations will inform the preparation of a new resource mobilization strategy that will serve to update and complement those currently in use. Indeed, the resource mobilization strategy is intended to catalyze improved efforts to secure the financial sustainability of development interventions that produce global environmental benefits. The draft strategy would be reviewed by independent experts, revised based on their objective findings, and then validated at a stakeholder validation workshop. This would be followed by a meeting of bilateral and multilateral donors. This is particularly important given the extensive number of related and relevant projects being supported in Djibouti as well as the need to ensure alignment with Vision 2035. A key set of stakeholders for this output will be the private sector and other national stakeholder organizations that will have important insights into opportunities for raising local sources of financing for conservation efforts. The resource mobilization strategy should thus include particular consideration to leveraging national sources of finances that will help strengthen the long-term financial sustainability of development outcomes, especially as international financial opportunities are increasingly becoming more difficult to access.

#### Activities:

- 3.8.1 Identify a set of best practice and innovative financial instruments relevant to Djibouti's context. This activity will comprise a set of tasks to assess the financial requirements for long-term monitoring, enforcement, and compliance of Rio Convention implementation. A series of consultations set of experts and other stakeholders will be convened to better understand and appreciate their systemic, institutional, and individual capacity requirements.
- 3.8.2 Conduct a feasibility study on financial and economic instruments for piloting. Building on the results of 3.8.1, this activity will structure a programme of specific exercises to pilot innovative financial and/or economic instruments that will help ensure the financial sustainability of Rio Convention mainstreaming, monitoring, and compliance. The piloting should be directly related to the demonstration and piloting exercises carried out under component 1.
- 3.8.3 Draft, review, and approve a resource mobilization strategy. This activity comprises those sets of tasks directed to preparing and approving the resource mobilization strategy that is informed by the feasibility study. This will be completed through learning-by-doing workshops.

### **Component 4: Improving awareness of global environmental values**

51. Knowledge management is built into the project design and outputs. The project contains specific activities to increase the use and sharing of knowledge such as brochures, youth engagement, and learning-by-doing training to strengthen individual and institutional capacities to use knowledge in decision making. The project also contains an entire component on strengthening a data and information management system that aims to catalyze the application of best practices and innovations for the global environment.

52. Inclusion of best practices and learning from relevant projects is also built into the project design. This project is part of a portfolio of capacity building interventions in Djibouti that encourages regional cooperation and knowledge and information exchanges. Partnerships and collaboration will catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programmes and the knowledge management system). This approach to knowledge management is consistent with the International Resource Panel Report on Policy Coherence of the Sustainable Development Goals that emphasizes the need for developing widespread awareness and creating and disseminating decision support tools.

53. A fourth component of the project will focus on a set of activities designed to strengthen awareness and understanding of the wider population of the project. This component is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Convention contribute to addressing important and immediate socio-economic development priorities. The outputs and activities under this component will take a multi-pronged approach to reach a broad cross-section of the population.

#### **Output 4.1 Stakeholder dialogues on the socio-economic value of the Rio Conventions**

54. This output focuses on increasing awareness of the value of the environment as well as the Rio Conventions. As well as targeting the public at large, this output also targets key categories of stakeholders, namely the private sector, planners and decision-makers, the media, and expert practitioners working in the field such as NGOs, academics and graduate students. To begin this project, there will be a conference to introduce it to a diverse set of stakeholders in order to promote the objectives addressing Rio Convention obligations. Near the end of the project, the results and lessons learned will be presented in a second conference with two key goals. The first goal is to emphasize the positive impacts of the project strategy and its successes; this will encourage long-term institutionalization of Rio Convention commitments beyond this project. The second goal is to spur on-going commitment to replicating and institutionalizing best practices and successful innovative approaches tested under the project. Both conferences will be convened over a one-day period, and shall include presentations and panel discussions. During these conferences, a survey will be conducted to assess the stakeholders' awareness and value of the project issues at both the beginning and end of the project. Also included in this output are public awareness campaigns, dialogues and workshops.

##### **Activities:**

- 4.1.1 Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference. The Kick-off Conference will be the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how the Rio Conventions can help Djibouti meet and sustain both national and global environmental priorities. The Results Conference at the end of the project will promote the long-term adherence improved monitoring, mainstreaming, and compliance to Rio Convention obligations, as well as to mobilize commitment and resources to catalyze replication of project results.
- 4.1.2 Design and carry out surveys to assess understanding of Rio Convention mainstreaming. A first survey (baseline) will allow the project to assess the awareness developed under the project when compared with the result of the project-end survey. The survey instrument will also be used to survey line ministry staff and other stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. This activity will include statistical and sociological analyses, the results of which are to be presented at the Project Results Conference.
- 4.1.3 Develop and validate public awareness and communication campaign plan. This activity will elaborate and organize the set of awareness-raising activities that will be undertaken by the project

- 4.1.4 Convene three (3) public policy dialogues. This activity will be structured slightly differently than the learning-by-doing workshops, in that they will serve as a public forum for intellectuals, leaders, and activists to present and exchange cutting-edge views on the national-global environment nexus. These dialogues will be an extension of the panel discussions of the kick-off conference.
- 4.1.5 Convene national and sub-national awareness workshops. These workshops will be structured and organized on the basis of the public awareness campaign developed under output 4.1.3. Target participants will include representatives of all related ministries, parliamentarians, as well as communes and municipal government planners and decision-makers, among other stakeholder representatives (e.g., NGOs, private sector, and academia). Gender balance for the workshops will be indicated by at least 50% participation by women.
- 4.1.6 Convene private sector sensitization panel discussions on global environmental issues, with particular attention to raising their awareness and support to pursue more environmental friendly activities that reflect mainstreaming of best practices for meeting and sustaining Rio Convention obligations.
- 4.1.7 Convene workshops targeted to media professionals to improve environmental reporting. These workshops will enable journalists of television, radio and print to report on global environmental issues and their relevance, especially taking into account that, in general, journalists do not necessarily have a special training or understanding of global environmental issues. Media awareness workshops is also intended to increase reporting in the popular literature on social and economic values of conserving Djibouti's environment as well as the important losses associated with environmental degradation.

#### **Output 4.2 Brochures and articles on the Rio Conventions**

55. This output focuses on the development of brochures and articles on the Rio Conventions. These are intended to highlight the importance of the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

##### Activities:

- 4.2.1 Prepare and publish articles on linkages between the global environment and socio-economic issues. These articles will be targeted to the general population and published in print media with a high circulation. Articles will also be printed as separate brochures for targeted distribution at special events.

#### **Output 4.3 Improved educational curricula and youth civic engagement**

56. This output will develop educational curricula for high schools that promote better environmental information management and emphasize global environmental values and best practice approaches developed and under implementation.

##### Activities:

- 4.3.1 Develop and integrate a high school education module on environmental issues, with particular emphasis on the global environment. This activity is targeted to strengthening the learning of the Rio Conventions and linkages with sustainable development at middle and high schools. Students from a relatively early age will gain a better appreciation of how their local environment is part of the global environment, and understand the human-ecologic linkages. This module is a targeted exercise, building upon related activities undertaken by other institutions and organizations.
- 4.3.2 Develop and implement a high school competition plan for students to present local activities that both protect their local environment in ways that also protect the global environment. This competition will be a very important exercise to promote local values for communities to make choices in their long-term interests, specifically, to recognize the inherent value that conserving

the environment from a global construct, i.e., the Rio Conventions, can mean to their long-term dependence on healthy ecosystems and socio-economic development priorities.

#### **Output 4.4 Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**

57. Use Internet and social media to increase the dissemination of data and information. This includes creating a Facebook page, or an appropriate social media equivalent, on environmental information and Rio Convention mainstreaming. These activities will be based on existing social media and websites. For example, the websites for various government ministries should be linked and a unified webpage that provides information about Rio Convention activities could be created. The website will also serve as the repository for materials produced under the project. This website will require a significant investment of person-hours in its management, to ensure that it is functional on a daily basis. The website must ensure that hyperlinks to other website remain functional; discussions are moderated on a daily basis; that articles and information remain current and relevant; and to clear the registry regularly to reduce the incidences of site crashes. A feasibility study will be prepared and will include new and updated target indicators to measure the website utility and success.

Activities:

- 4.4.1 Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages.
- 4.4.2 Create a Facebook page on environmental information and Rio Convention mainstreaming, monitoring, and compliance. Upload relevant content at least once per week.

#### **C.2 Project Indicators**

58. At the project objective level, there are **three key outcome indicators** (per the Integrated Results and Resources Framework – IRRF) that will serve to guide the overall adaptive collaborative management of the project through effective monitoring and feedback mechanisms. These three indicators respond specifically to the requirement for all UNDP/GEF projects to track their contribution to meeting expected outcome targets under the UNDP 2014-2017 Strategic Plan. In Section E, the Project Results Framework, an assessment of the baseline for the relevant indicator is provided, as well as end-of-project target indicators. As a medium-sized project, there will not be an independent midterm evaluation to monitor and track project indicators. The following are the key project indicators.

- Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.
- Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.
- Indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste  
b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.
- Indicator 2 (IRRF Output Indicator 2.5): Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.
- Indicator 2.5.1: Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.
- Indicator 3 (IRRF): Number of direct beneficiaries. This indicator is a measure of how many stakeholders have benefitted from project capacity building activities. During project execution,



participants to all learning-by-doing workshops will be recorded and the number of unique participants counted (to avoid double counting).

- Indicator 4: Targeted national capacities to deliver and sustain global environmental outcomes within the framework of decentralized sustainable development priorities are strengthened
- Indicator 5: Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened
- Indicator 6: Institutional mandates and arrangements to facilitate and catalyze long-term action to meet global environmental obligations are strengthened
- Indicator 7: Integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals are piloted
- Indicator 8: Guidelines for decentralized management of the global environment
- Indicator 9: Decentralized government consultative mechanisms for improved monitoring and compliance on the global environment and sustainable development are strengthened
- Indicator 10: Commitment to and decentralized capacities for managing the global environment are improved
- Indicator 11: Institutional mapping and design of an optimal environmental data and information management system (EMIS) for the global environment
- Indicator 12: Integrated environmental data and information management system designed
- Indicator 13: Existing data and information management systems are networked and technology is updated
- Indicator 14: Improved global environmental indicators for select high priority sectoral development plan are developed
- Indicator 15: Integrated environmental data and information management system is implemented through a select sectoral plan
- Indicator 16: Resource mobilization strategy
- Indicator 17: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders
- Indicator 18: Awareness is improved through brochures, articles and education modules
- Indicator 19: Internet visibility of the value of protecting the global environment to socio-economic development priorities is improved

### **C.3 Risks and Assumptions**

59. One risk to the project is weak absorptive capacity. Although high, this risk is minimized by distributing the roles and responsibilities amongst numerous partner ministries and actors that would take the lead, in consultation with MHUPE as executing agency and independent expert non-state organizations to provide additional technical expertise.

60. Another important risk is weak inter-institutional coordination and collaboration in planning, decision-making, implementation, and monitoring and evaluation. This risk is also rated as high since most coordination in Djibouti is undertaken with the aim of awareness-raising. With the multi-faceted nature of the project, engagement of a multitude of stakeholders is paramount. Currently coordination is limited and there is a real likelihood that coordination during implementation will be challenging. A key institutional mechanism will be through the Project Steering Committee that will meet on a regular basis (every four months or as needed) in order to review key outputs and endorse key decisions as well as to catalyze active engagement of key project partners. Under the project, targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration will be carried out. An example of these efforts includes negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.

61. Inadequate funding also presents a risk. This risk is medium since these resources in Djibouti exist. However, they are largely from the country's ability to attract financing from international sources.

And yet, there remains the risk that the flow of financial resources will not be even, at the right amounts, or timely. This risk also compounds the limited absorptive capacity to carry out the extensive mainstreaming and activities planned under the project. Inadequate funding also risks institutional and organizational continuity as well as foregoes the potential to realize economies of scale.

62. This risk can be avoided or minimized by spreading roles and responsibilities to partner government agencies and expert non-state organizations. During the project preparation phase, careful consideration and negotiation with the respective government ministries and agencies will be undertaken to identify incentives and secure long-term commitment to active project participation and project deliverables. This includes a specific component on resource mobilization to address the issue of financial sustainability.

63. One risk related to the project's decentralization activities is the acceptance of the project by local communities and validity of the shifting of powers. That is, the recent creation of the Ministry of Decentralization, whose responsibilities are seen as a transfer of those from the Ministry of Interior.

64. This medium rated risk will be mitigated through the adaptive collaborative approach to project management. By engaging stakeholders early in project design and throughout implementation, communities will have the opportunity to voice concerns or suggestions that ultimately affect stakeholder buy-in. Piloting activities at the municipal level will further engage local stakeholders in the process and improve the likelihood of acceptance.

65. Another risk to the project is internal resistance to change. This risk relates to the above-mentioned risks, and if it is not effectively addressed may limit the project's success. This resistance to change is a natural human condition and reflects people's comfort with known policies and procedures. Nevertheless, the basis for this project is that these policies and procedures could be improved. The outputs and framework activities of this project were selected and designed to take into account these existing 'business-as-usual' approaches, and to facilitate a process by they could be improved incrementally. The project makes the implicit assumption that stakeholders will give the benefit of the doubt to the design of the project activities, be open to new and opposing perspectives, and actively participate in the project to negotiate issues and recommendations towards a consensus. To help keep the project technically sound, an international expert in capacity development will be made available.

66. Another risk is the instability of some countries in the region. Conflict and insecurity threaten Djibouti's peace, development, and resources. If the situation in the region changes, Djibouti may shift focus to security priorities and may no longer make the CCCD project a priority. This project makes the assumption that political commitment to the project will not wane during its implementation or beyond, jeopardizing the institutional sustainability of project outcomes. For this reason, the adaptive collaborative management approach described previously is central to the success of the project. Collaboration across sectors and among stakeholder representatives throughout the implementation process will allow for the on-going monitoring and realignment of project activities to maintain validity, legitimacy, relevancy, and greater likelihood of sustainability of project outcomes.

## **D. PARTNERSHIPS**

67. The project encourages meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Using an adaptive collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate holistic and resilient construct of policy interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits.

### **D.1 Stakeholder Engagement Plan**

68. This project was developed on the basis of consultations with a number of stakeholder representatives, beginning with the preparation of the project concept through the Project Identification Form (PIF). Following approval of the PIF and provision of a project preparation grant (PPG), further consultations were undertaken with key stakeholder representatives to develop the project document and negotiate agreements among all stakeholders towards a shared vision and expectations under the project. The draft project document was presented and discussed at a Validation Workshop on 21 November 2017. See Annex G for the complete Stakeholder Engagement Plan.

69. Given the project strategy, the main project stakeholders are the government ministries who are responsible for preparing key sectoral policies, plans, programmes, and/or legislation. Ministries will be consulted to ensure that proposed project activities are consistent with and complement programmes and projects currently underway or those that are planned. The project will carry out structured awareness-raising dialogues to raise and strengthen the support of parliamentarians to the concept and strategy of integrated approach to achieving Rio Convention and national socio-economic development priorities. Consultations will also serve to confirm agreed co-financing and role they will play in the implementation of the project.

70. In addition to participation from government representatives, other key stakeholders include the private sector and academic institutions. Other non-state stakeholders have played and are envisaged to continue to play an important role in ensuring that the project remains focused on-the-ground realities and expectations as well as focused on Rio Convention obligations.

71. This project aims to empower stakeholders (particularly marginalized stakeholders such as women and indigenous peoples) by incorporating their unique views into decision-making processes, project goals design, mitigation measures, and the development benefits and opportunities generated by the project. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to environmental accounting, coordination, and monitoring for improved decision-making on the global environment, i.e., the project baseline. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced.

72. Although the project will not have any direct impacts on indigenous peoples land and resources, the application of the principles of Free Prior and Informed Consent might be necessary to avoid risks which might arise from policy changes and/or the use of local knowledge in the Project design and implementation. Gender-equality issues will be considered to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to the access of information and creation of knowledge to inform decision-making to meet global environmental obligations.

## **D.2 Gender Equality and Empowering Women**

73. In Djibouti, women have always had the same rights as men, but the respect of their rights has been regularly violated in both rural and urban areas. Since 2010, Djibouti has pursued an array of regulations to strengthen the representation of women in political spheres and the respect of their rights in legislation. Health, education and all other fundamental rights are accessible to women at the same level as men. Nonetheless, in some disadvantaged neighbourhoods, low-income parents are pushing their daughters to work at home and denying them education. This is why 80% of the activities of the Ministry of Women & Family are focused on education as it is the key to human, intellectual and economic development.

74. In much the same way that the GEF is supporting countries to mainstream the global environment into their national sustainable development planning frameworks, so too are they calling for gender equality issues to be mainstreamed in the GEF-funded capacity development interventions. This strategy is consistent and complementary to UNDP's 2014-2017 Strategic Plan that similarly calls for projects implemented by UNDP to meet high standards to meeting gender equality criteria. Similarly, UNDP has prepared important guidance on their policy on Gender Equality, notably the UNDP Gender Equality Strategy 2014-2017 and Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability.

75. There are important gender inequalities in Djibouti. The project will ensure that all key outputs take account of gender related concerns, and where possible generate gender benefits. The project strategy will make every effort to incorporate gender issues in the implementation. Men and women will be assigned roles in project activities equally, without any discrimination. The project also includes several validation measures and gender sensitive indicators to help ensure equal access and benefits. However, there is no budget allocation made to specifically address gender equality as gender inequality does not represent a barrier to meeting Rio Convention obligations. The GEF Instrument also clearly states the criteria for the use of GEF financial resources, and these must be directed to activities that deliver global environmental benefits as defined under the three Rio Conventions for which the GEF is the financial mechanism.

## **D.3 South-South and Triangular Cooperation**

76. This project's approach to South-South and Triangular Cooperation centers on encouraging and strengthening shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. Sharing knowledge between nations will help Djibouti achieve and sustain outcomes under this project by allowing for this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques.

77. South-South and Triangular Cooperation will be achieved by coordinating with on-going projects in the immediate region. There are a number of similar CCCD projects with which this project should seek to share lessons learned. These include but are not limited to the following:

- Strengthening of multi-sector and decentralized environmental management and coordination to achieve the objectives of the Rio Conventions in the Union of Comoros
- (Sudan) Strengthening targeted national capacities for improved decision-making and mainstreaming of global environmental obligations

- (Somalia) Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations
- (Madagascar) Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities

78. During implementation, other related initiatives will be identified and lessons learned will be incorporated into implementation. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Djibouti's experience. This approach is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals.

#### **D.4 Linkages with other Initiatives**

79. There are numerous projects in Djibouti that are undertaking activities that are complementary to those planned under the project. Many of the activities under these projects provide technical assistance for communities to adopt better land management practices to adapt to the impact of climate change and pursue climate resilient development, among others. They include training exercises for government and non-state stakeholders to prepare better local development plans as well as to better understand linkages between current water extraction practices and the sustainability of preferred agrarian pursuits.

80. Other similar projects revolve around the capacities of planners and decision-makers at the central level to provide downstream support to the decentralized management of natural resources. This is a particularly important aspect of how this project will be a strategic complement to current initiatives underway and planned by other development partners in Djibouti, such as the African Development Bank, European Union, Islamic Development Bank<sup>4</sup>, Japan International Cooperation Agency, Kuwaiti Fund for the Economic Development of Arab States<sup>5</sup>, and United Nations Environment Programme, and the World Bank<sup>6</sup>.

81. In addition to the above, the Food and Agricultural Organization is supporting a number of important capacity building activities that are related and should be appropriately linked to the present CCCD project. The FAO-supported activities include local training on improved water resource management and the establishment of water management committees in all regions of the country. Other FAO projects have introduced and promoted technologies such as micro-irrigation and drip irrigation in collaboration with agricultural cooperatives as well as other practical demonstrations and awareness raising campaigns.

82. As outlined in Section A.4 (Baseline Projects) above, there are many development projects that are considered to be important baselines to the current CCCD project. Several were outlined above, and below are a listing of other non-GEF financed projects. The Project Steering Committee will play a very role in facilitating and catalyzing synergies between this CCCD project and other projects currently under implementation. These include a number of relevant GEF projects with which this CCCD will coordinate with, particularly those that focus on mainstreaming. The current or planned GEF projects in Djibouti include:

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<sup>4</sup> They are supporting a project to promote local and international investments in the Special Economic Zones as a means to promote economic activities in the regions. Their project is also providing support for the collection of data and information as they relate to investment opportunities in the five regions.

<sup>5</sup> Financing is for a feasibility study to design power transmission between Djibouti and Ethiopia and the rehabilitation and extension of the water supply network and wastewater infrastructure.

<sup>6</sup> The World Bank is financing a loan for the extension of the national electricity network, which will include support for the socio-economic development of the interior regions and reduction in urban migration.

- Rural Livelihoods' Adaptation to Climate Change in the Horn of Africa
- Mitigating Key Sector Pressures on Marine and Coastal Biodiversity and Further Strengthening the National System of Marine Protected Areas in Djibouti
- Development of a Minamata Initial Assessment in Djibouti
- Great Green Wall for the Sahara and the Sahel Initiative

83. As outlined in section A.4 (Baseline Projects) above, there are many non-GEF projects that the CCCD project will need to explore opportunities for collaborating and/or coordinating. For this reason, the Project Steering Committee, with the support of UNDP, will play a key role in facilitating and catalyzing these synergies. Completed GEF projects will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices.

#### **D.5 Sustainability and Scaling Up**

84. Sustainability will be improved by undertaking an extensive set of awareness-raising activities targeted at a broad range of stakeholders, including the general public and particularly youths where the addition of appropriately framed information can have an important impact on the early stages of value formation (component 4). Another approach to ensuring sustainability is to align multilateral environmental agreements with key national development priorities. By aligning global environmental priorities with high value sector development priorities, the legitimacy of both priorities should be strengthened if they are reconciled through thoughtful and transparent consultative and decision-making processes, as well as being based on widely accepted data, information, knowledge and best practices. Also under component 4, the project will undertake targeted awareness-raising activities to secure high-level commitment from key decision-makers, such as parliamentarians, and foster a sufficient number of project champions to sustain project outcomes following project completion.

85. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project foresees engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work.

86. Replication will also be supported by raising awareness of the project throughout Djibouti. Awareness will be facilitated through awareness-raising workshops with key stakeholders from the local and regional government, the private sector, academia, civil society and the media with the purpose of helping them to write articles about the environment.

87. Since this is a medium-size project, this intervention has certain limitations, namely in being able to reconcile and undertake all the necessary institutional and legislative reforms identified as needed during project implementation. Thus, this project serves as catalyst of a more long-term approach for improved decision-making for the global environment through an improved system for information management, and enhanced institutional and individual capacities. Through strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced.

**E. PROJECT RESULTS FRAMEWORK**

This project will contribute to the following Sustainable Development Goal (s): 7, 8, 9, 11, 12, 13, 14, 15, and 17
<b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b> Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy
<b>This project will be linked to the following output of the UNDP Strategic Plan:</b> Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

	Objective and Outcome Indicators	Baseline	End of Project Target <sup>7</sup>	Data Collection Methods and Risks/Assumptions
<b>Project Objective:</b>	<p>Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</p> <p>Indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.</p> <p>Indicator 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.</p>	<ul style="list-style-type: none"> <li>Capacities for managing the Rio Conventions is piecemeal</li> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> <li>Planners and decision-makers do not fully appreciate the value of the Rio Conventions, the result of which is that the global environment is heavily discounted</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity within relevant stakeholder groups to address Rio Convention obligations</li> <li>Gender equality targets per UNDP 2018-2022 Strategic Plan are met</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>Government staff and non-state stakeholder representatives are actively engaged in the project</li> </ul>

<sup>7</sup> The Provisional Multi-Year Work Plan in Annex A provides information on the preliminary suggested timeframes to undertake project activities, included target milestones and output deadlines.

	<p><u>Indicator 2 (IRRF Output Indicator 2.5):</u> Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.</p> <p><u>Indicator 2.5.1:</u> Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.</p>	<p>The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.</p>	<ul style="list-style-type: none"> <li>• At least one by-law or legal instrument has been developed or strengthened</li> <li>• At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements.</li> <li>• At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meeting Minutes</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation reports</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible</li> </ul>
	<p><u>Indicator 3:</u> Number of direct project beneficiaries</p>	<p>The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities.</p>	<p>At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation)</p>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meeting Minutes</li> <li>• Working group and workshop reports and products</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation report</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <p>Project beneficiaries demonstrate a fundamental improvement in their understanding of the issues and are pre-disposed to adopt new and alternative approaches to meet their livelihood needs</p>
	<p><u>Indicator 4:</u> Targeted national capacities to deliver and sustain global environmental outcomes within the framework of decentralized</p>	<ul style="list-style-type: none"> <li>• There is no systematic approach or institutional procedures to integrate environmental conservation priorities and</li> </ul>	<ul style="list-style-type: none"> <li>• Capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• UNDP quarterly progress report</li> <li>• Independent final evaluation reports</li> <li>• Meeting Minutes</li> <li>• Working Group meeting reports</li> </ul>



<p><b>Component/ Outcome 1</b></p> <p><b>Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions</b></p>	<p>sustainable development priorities are strengthened</p>	<p>Rio Convention provisions into socio-economic development planning processes</p>	<p>Rio Conventions are enhanced</p> <ul style="list-style-type: none"> <li>• Global environment governance is decentralized</li> <li>• Environmental management information system for improved monitoring and assessment of global environmental impacts and trends in implemented</li> <li>• Environmental attitudes and values for the global environment are improved</li> </ul>	<p>Rio Convention national reports and communications</p> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Internal resistance to change</li> <li>• Political commitment to apply institutional reforms</li> <li>• The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>• Government staff and non-state stakeholder representatives are actively engaged in the project</li> <li>• Frameworks developed by the project are politically, technically, and financially feasible</li> </ul>
	<p>Indicator 5: Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened</p>	<ul style="list-style-type: none"> <li>• There have been past efforts, some successful, some not so successful on how government agencies collaborate and consult with each other.</li> <li>• There is limited institutional capacity to manage, coordinate and follow-up on the national implementation of the Rio Conventions and other donor-funded projects</li> </ul>	<ul style="list-style-type: none"> <li>• Working group meetings negotiate best consultative and decision-making processes</li> <li>• Memoranda of agreements on consultative and decision-making processes.</li> <li>• Liaison protocols among partner agencies and memorandum of agreement with other non-state stakeholder organizations</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meeting Minutes</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation reports</li> <li>• Rio Convention national reports and communications Meeting minutes</li> <li>• Liaison protocols</li> <li>• Memoranda of agreement(s)</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Lack of commitment of key stakeholders within institutions</li> <li>• Institutions and workings groups are open to proposed coordination agreements and there is no active institutional resistance</li> </ul>

<p>Indicator 6: Institutional mandates and arrangements to facilitate and catalyze long-term action to meet global environmental obligations are strengthened</p>	<ul style="list-style-type: none"> <li>Existing coordination and consultative arrangements are inadequate for the three Rio Conventions</li> <li>Decentralized environmental management and governance is limited.</li> </ul>	<ul style="list-style-type: none"> <li>In-depth analysis (SWOT/Gap) of institutional arrangements</li> <li>Convention obligations.</li> <li>Assessment of current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality completed</li> <li>Guidelines for coordinated mainstreaming, monitoring and compliance validated.</li> <li>Targeted updating and streamlining of institutional mandates that focus on recommended improvements</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>SWOT and Gap Analysis</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Reports and analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives</li> <li>Members of the working group will be comprised of proactive experts and project champions</li> <li>Institutions and working groups are open to proposed agreements and there is no active institutional resistance</li> <li>Enabling policy and legislation in place to support the signing of an appropriate agreement</li> <li>Institutions follow through on commitments under an appropriate agreement</li> <li>Their preparation must include the active engagement of government and scientific stakeholders, as well as relevant social actors.</li> </ul>
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<p><b>Indicator 7:</b> Integrated environmental-development best practices reflect global environmental priorities and the Post-2015 Sustainable Development Goals are piloted</p>	<p>• Requirements of the Rio Conventions are not adequately incorporated in decentralized sectoral development planning</p>	<ul style="list-style-type: none"> <li>• In-depth analysis of policy, legislative, and institutional frameworks</li> <li>• Development sector by which to demonstrate the implementation of Rio Convention mainstreaming, monitoring, and compliance.</li> <li>• Three small sub-projects piloted with decentralized authorities</li> <li>• Institutional arrangements the demonstration and pilot activities and exercises selected are implemented within existing national agencies</li> <li>• Lessons learned from the demonstration and pilot activities culled</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• One high value sectoral development plan piloted</li> <li>• Feasibility study</li> <li>• Lessons learned report</li> <li>• Photographs</li> <li>• In-depth analysis of policy, legislative, and institutional frameworks for mainstreaming and monitoring of Rio Convention implementation</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Plan developed by the project is politically, technically, and financially feasible</li> <li>• Best practices and lessons learned from other countries are appropriately used</li> </ul>
<p><b>Component/ Outcome 2</b> <b>Decentralization of global environment governance</b></p>	<p>Indicator :8 Guidelines for decentralized management of the global environment</p>	<ul style="list-style-type: none"> <li>• Existing policies currently have critical gaps and weaknesses to the extent that global environmental priorities are inadequately reflected</li> <li>• In-depth analysis of decentralization policies.</li> <li>• Guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans developed.</li> <li>• Roadmap for decentralized decision-making to facilitate and catalyze mainstreaming, monitoring and compliance developed.</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meetings and focus group discussions minutes</li> <li>• Set of recommendations</li> <li>• Roadmap</li> <li>• Meeting Minutes</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation report</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Lack of commitment of key stakeholders within institutions</li> <li>• Institutions and workings groups are open to proposed coordination agreements and there is no active institutional resistance</li> </ul>

<p><u>Indicator 9:</u> Decentralized government consultative mechanisms for improved monitoring and compliance on the global environment and sustainable development are strengthened</p>	<ul style="list-style-type: none"> <li>Notwithstanding that regional government authorities carry out some monitoring and enforces compliance to environmental regulation to a certain extent, their capacities remain relatively weak. This is particular the case in terms of monitoring and measuring progress towards meeting global environmental outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Consultations at both the national and regional level to organize institutional arrangements to carry out the recommended reforms.</li> <li>Learning-by-doing workshops to formulate improved institutional arrangements.</li> <li>Demonstrations at the regional level of better approaches to integrate global environmental priorities within the framework of improved institutional arrangements for monitoring and compliance</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Signed agreements</li> <li>Validation workshop reports</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Local and regional government stakeholders fully participate in negotiations to agree on improved collaboration on monitoring and compliance arrangements.</li> <li>Government commitment remains sustained to ensure that agreed arrangements for decentralized environmental governance remains legitimate and valid. This risk will be monitored through indicator 11.</li> </ul>
<p><u>Indicator 10:</u> Commitment to and decentralized capacities for managing the global environmental are improved</p>	<ul style="list-style-type: none"> <li>The government has reorganized the ministry portfolios, raising the political commitment to decentralization through the creation of its own ministry.</li> </ul>	<ul style="list-style-type: none"> <li>Learning-by-doing workshops to prepare targeted district regulatory instruments to implement the Rio Conventions through district development plans carried out.</li> <li>Updated codes, laws and relevant texts pertaining to Rio Convention implementation distributed.</li> <li>Training workshops for technical staff and other relevant social actors convened.</li> <li>Decentralized global environmental management capacities strengthened</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Local and regional government stakeholders fully participate in negotiations to agree on improved collaboration on monitoring and compliance arrangements.</li> <li>Government commitment remains sustained to ensure that agreed arrangements for decentralized environmental governance remains legitimate and valid.</li> </ul>

<p><b>Component/ Outcome 3 Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends</b></p>	<p>Indicator 11: Institutional mapping and design of an optimal environmental data and information management system (EMIS) for the global environment</p>	<ul style="list-style-type: none"> <li>• Djibouti's environmental information monitoring and management system is inadequate, with outdated technology and methods</li> <li>• There are insufficient technical trainings and transfer of technology needs, barriers to access new and best practice knowledge, and inadequate awareness and understanding of the public of the importance of sound environmental management</li> </ul>	<ul style="list-style-type: none"> <li>• Technical capacities of regional public institutions and agencies to carry out decentralized governance of the global environment are assessed</li> <li>• Training programme and modules developed.</li> <li>• Learning-by-doing trainings for key stakeholders to understand best practices for decentralized global environmental governance carried out</li> <li>• Policy dialogues to exchange best practices to implement local development plans convened</li> </ul>	
				<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• SWOT and Gap</li> <li>• Institutional analysis and mapping report</li> <li>• Meeting Minutes</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation report</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Best practices and lessons learned from other countries are appropriately used</li> </ul>

	<p>Indicator 12: Integrated environmental data and information management system designed</p>	<ul style="list-style-type: none"> <li>• Bureaucratic procedures hinder the exchange of data and information</li> </ul>	<ul style="list-style-type: none"> <li>• Convene stakeholder workshops on the management of information and knowledge for planning and policy-making</li> <li>• Design the technological requirements for collecting, storing, and sharing data and information.</li> <li>• Undertake an independent peer review of the EMIS feasibility study, finalize, and secure stakeholder validation and the required official approvals</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meeting Minutes</li> <li>• EMIS</li> <li>• Peer Review</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation report</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Best practices from other countries are appropriately used</li> <li>• Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>• Expert peer reviewers follow through with quality reviews</li> <li>• EMIS is politically, technically, and financially feasible</li> <li>• The government remains politically committed to the EMIS and facilitates its development and approval</li> </ul>
<p>Indicator 13: Existing data and information management systems are networked and technology is updated</p>	<ul style="list-style-type: none"> <li>• Djibouti's environmental information monitoring and management system is inadequate</li> <li>• Djibouti's technology is outdated</li> </ul>	<ul style="list-style-type: none"> <li>• Networking cooperative agreements on information and knowledge management with key institutions are adopted.</li> <li>• New management arrangements for sharing information are approved</li> <li>• Technological hardware and software of the EMIS are installed</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Working Group meeting reports</li> <li>• UNDP quarterly progress reports</li> <li>• Independent final evaluation report</li> <li>• Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>• Best practices and lessons learned from other countries are appropriately used</li> </ul>	

<p>Indicator 14: Improved global environmental indicators for select high priority sectoral development plan are developed</p>	<ul style="list-style-type: none"> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> <li>Local environmental management and decision-making is suffering from poor data collection, management, and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Full set of data and other relevant indicators finalized</li> <li>Technical guidance material for planners and other users of indicators relevant to the monitoring of the global environment developed.</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Feasibility study</li> <li>Peer reviewer comments</li> <li>Indicators</li> <li>Technical guidance material</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Indicators developed by the project are technically sound</li> </ul>
<p>Indicator 15: Integrated environmental data and information management system is implemented through a select sectoral plan</p>	<ul style="list-style-type: none"> <li>Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> <li>Local environmental management and decision-making is suffering from poor data collection, management, and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>One high value sectoral development plan for early implementation and piloting selected</li> <li>Learning-by-doing workshops to use the EMIS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio Convention obligations</li> <li>Dialogues on the EMIS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship.</li> <li>Study of lessons learned from the use of the EMIS to mainstream Rio Convention obligations into sectoral plans and policies</li> <li>Learning-by-doing workshops to use the EMIS to demonstrate its value at improving a more holistic and resilient construct of the selected sectoral plan in keeping with Rio</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Workshop attendance list</li> <li>EMIS is modified as needed</li> <li>Lessons learned report</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>The various government authorities maintain commitment to the project and are open to change</li> <li>Best practices and lessons learned from other countries are appropriately used</li> </ul>

			<p>Convention obligations.</p> <ul style="list-style-type: none"> <li>Dialogues on the EMIS and its implementation with decision- and policy-makers to enhance their understanding and secure their support and championship.</li> <li>Lessons learned from the use of the EMIS to mainstream Rio Convention obligations into sectoral plans and policies.</li> </ul>	
<p><b>Indicator 16:</b> Resource mobilization strategy</p>	<ul style="list-style-type: none"> <li>The government agencies responsible for the Rio Conventions have limited budgetary funds</li> <li>There is a lack of financial resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Pilot exercises are developed and demonstrated</li> <li>Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation</li> <li>The draft is peer reviewed by at least 20 national experts, and validated by month 42</li> <li>At least 50 representatives from the main stakeholder constituencies actively consulted on the draft</li> <li>Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points meet at least twice a year.</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Feasibility study</li> <li>Reviewer notes</li> <li>Resource mobilization strategy</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>Strategy and plan developed by the project are politically, technically, and financially feasible</li> </ul>	
<p><b>Component/ Outcome 4</b> Improved environmental attitudes and values for the global</p>	<p><b>Indicator 17:</b> Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders</p>	<ul style="list-style-type: none"> <li>The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Baseline awareness report</li> <li>Public policy dialogues</li> <li>Media awareness workshops</li> <li>Private sector sensitization panel discussions</li> </ul>	



<p><b>environment</b></p>		<ul style="list-style-type: none"> <li>participants attend</li> <li>Two broad-based surveys are carried out by month 7 and by month 44(N&gt;250 for each survey)</li> <li>Baseline awareness report is prepared</li> <li>Design of public awareness campaign is completed</li> <li>National and sub-national awareness-raising workshops held</li> <li>Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13</li> <li>At least five (5) media awareness workshops are held, each with at least 20 participating media representative</li> <li>At least three (3) private sector sensitization panel discussions are held</li> </ul>	<ul style="list-style-type: none"> <li>Survey results</li> <li>Working Group and workshop reports and products, including public awareness strategy and programme</li> <li>Workshop and dialogue registration lists</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> <li>Media awareness workshops increase reporting in the popular literature on social and economic values of conserving Djibouti's environment as well as the important losses associated with environmental degradation.</li> <li>Private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives</li> <li>Internal resistance to change</li> <li>Non-state stakeholder representatives, in particular project champions, remain active participants in the project</li> <li>Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>There is sufficient commitment from policy-makers to maintain</li> </ul>
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	<p><u>Indicator 18:</u> Awareness is improved through brochures articles and education modules</p>	<ul style="list-style-type: none"> <li>• The population in rural areas do not have an adequate understanding of global environmental issues</li> <li>• At present, there is insufficient understanding of the value that the Rio Conventions can</li> </ul>	<ul style="list-style-type: none"> <li>• Education module is prepared and approved</li> <li>• At least three (3) high schools have implemented the education module</li> <li>• At least 12 articles on the relevancy of the Rio Conventions to Djibouti's national socio-economic</li> </ul>	<p>long-term support to public awareness raising activities</p> <ul style="list-style-type: none"> <li>• Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</li> <li>• The various government authorities maintain commitment to the project</li> <li>• Survey respondents contribute their honest attitudes and values</li> <li>• Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time</li> </ul>
			<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>• Working Group and workshop reports and products, including education module</li> <li>• Meeting minutes</li> <li>• Tracking and progress reports</li> <li>• Participant registration lists</li> <li>• Brochures and articles</li> <li>• Education module</li> </ul>	

	<p>Indicator 19: Internet visibility of the value of protecting the global environment to socio-economic development priorities is improved</p>	<p>contribute to national socio-economic development by facilitating environmentally sound and sustainable development</p>	<p>development published at least every two months</p> <ul style="list-style-type: none"> <li>Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact</li> </ul>	<p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Awareness module will be popular with teachers, students, and their parents</li> <li>Awareness modules will be effective</li> <li>Awareness module will be popular with civil servants</li> <li>Articles published in the popular media will be read and not skipped over</li> <li>Brochures will be read and the content absorbed</li> </ul>
	<p>Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciate the value of conserving the global environment.</p>	<p>Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.</p> <ul style="list-style-type: none"> <li>Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation</li> <li>Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages.</li> <li>Create a Facebook page on environmental information and Rio Convention mainstreaming.</li> </ul>	<p>Means of Verification:</p> <ul style="list-style-type: none"> <li>Facebook page on environmental information</li> <li>Meeting Minutes</li> <li>Working Group meeting reports</li> <li>UNDP quarterly progress reports</li> <li>Independent final evaluation report</li> <li>Rio Convention national reports and communications</li> </ul> <p>Risks/Assumptions:</p> <ul style="list-style-type: none"> <li>Institutions and workings groups are open to reforms and there is no active institutional resistance</li> </ul>	

## F. MONITORING AND EVALUATION (M&E) PLAN

88. 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.

89. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. 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<sup>8</sup>.

90. 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 Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.<sup>9</sup>

M&E Oversight and monitoring responsibilities:

91. 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 Steering Committee, 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.

92. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex, 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 Annual Progress Report, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., ESMP, gender action plan, stakeholder engagement plan etc..) occur on a regular basis.

93. Project Steering Committee: The Project Steering Committee will take corrective action as needed to ensure the project achieves the desired results. The Project Steering Committee 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 Steering Committee 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.

94. Project Implementing Partner: The Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-

<sup>8</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

<sup>9</sup> See [https://www.thegef.org/gef/gef\\_agencies](https://www.thegef.org/gef/gef_agencies)

level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

95. 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 Steering Committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF Annual Progress Report 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.

96. 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 Annual Progress Report and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g., annual GEF Annual Progress Report quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

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

98. 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.

99. **Audit**: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.<sup>10</sup>

Additional GEF monitoring and reporting requirements:

100. 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:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) 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 OFP in M&E;
- e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; the gender strategy; the knowledge management strategy, and other relevant strategies;
- f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and

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<sup>10</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

g) Plan and schedule Project Steering Committee meetings and finalize the first year annual work plan.

101. 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 Steering Committee.

102. GEF Annual Progress Report: The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Adviser will provide objective input to the annual GEF Annual Progress Report 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 Annual Progress Report submission deadline so that progress can be reported in the Annual Progress Report. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the Annual Progress Report.

103. The Annual Progress Report submitted to the UNDP-GEF will be shared with the Project Steering Committee. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the Annual Progress Report as appropriate.

104. Lessons learned and knowledge generation: 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.

105. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefits:

106. The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted as Annex to this project document – will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the MTR or the TE) (indicate other project partner, if agreed) and shared with the terminal evaluation consultants before the required *review/evaluation* missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Terminal Evaluation report. As a medium-sized project, there will not be an independent mid-term review.

107. Terminal Evaluation: An independent terminal evaluation will take place upon completion of all major project outputs and activities. The terminal evaluation 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 evaluation report and management response is finalized. The terms of reference, the evaluation process and the final evaluation 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 terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final Terminal Evaluation report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering Committee. The evaluation report will be publicly available in English on the UNDP ERC.

108. 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 Terminal Evaluation report, and rate the quality of the evaluation report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

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

**Mandatory GEF M&E Requirements and M&E Budget:**

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>11</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop <sup>12</sup>	UNDP Country Office	US\$ 11,000	US\$ 9,000	Within three months of project document signature
Inception Report	Project Manager	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
Risk management	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: US\$ 4,000 <sup>13</sup>	None	Annually before Annual Progress Report
GEF Annual Progress Report	Project Manager UNDP Country Office UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	US\$ 3,000 (Total)	US\$ 6,000 (Total)	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	None	None	On-going
Monitoring of environmental and social risks, and corresponding management	Project Manager UNDP Country Office	None	None	On-going

<sup>11</sup> These exclude project team staff time and UNDP staff time and travel expenses whose roles are to carry out various M&E functions.

<sup>12</sup> This is included in the budget allocated in activity 4.1.1 that calls for the organization of the Inception Workshop (See Annex I)

<sup>13</sup> This cost is included as part of the Project Manager's salary

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>11</sup> (US\$)		Time frame
		GEF grant	Co-financing	
plans as relevant				
Stakeholder Engagement Plan	Project Manager UNDP Country Office	None	None	On-going
Gender Action Plan	Project Manager UNDP Country Office UNDP GEF team	None	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	None	None	On-going
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager	US\$ 2,000	US\$ 6,000	Twice per year (US\$ 500 per year)
Supervision missions	UNDP Country Office	None <sup>14</sup>	None	Annually
Oversight missions	UNDP-GEF team	None <sup>14</sup>	None	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Updated Terminal GEF Tracking Tool (Capacity Development Scorecard)	Project Manager	None	US\$ 1,000	Before terminal evaluation mission takes place
Independent Terminal Evaluation included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	US\$ 25,000	US\$ 5,000	At least three months before operational closure
Translation of Terminal Evaluation report into English	UNDP Country Office	None	US\$ 3,000	As required. GEF will only accept reports in English.
<b>TOTAL indicative COST</b> Excluding project team staff time, and UNDP staff and travel expenses		<b>US\$ 57,000</b>	<b>US\$ 30,000</b>	

<sup>14</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.



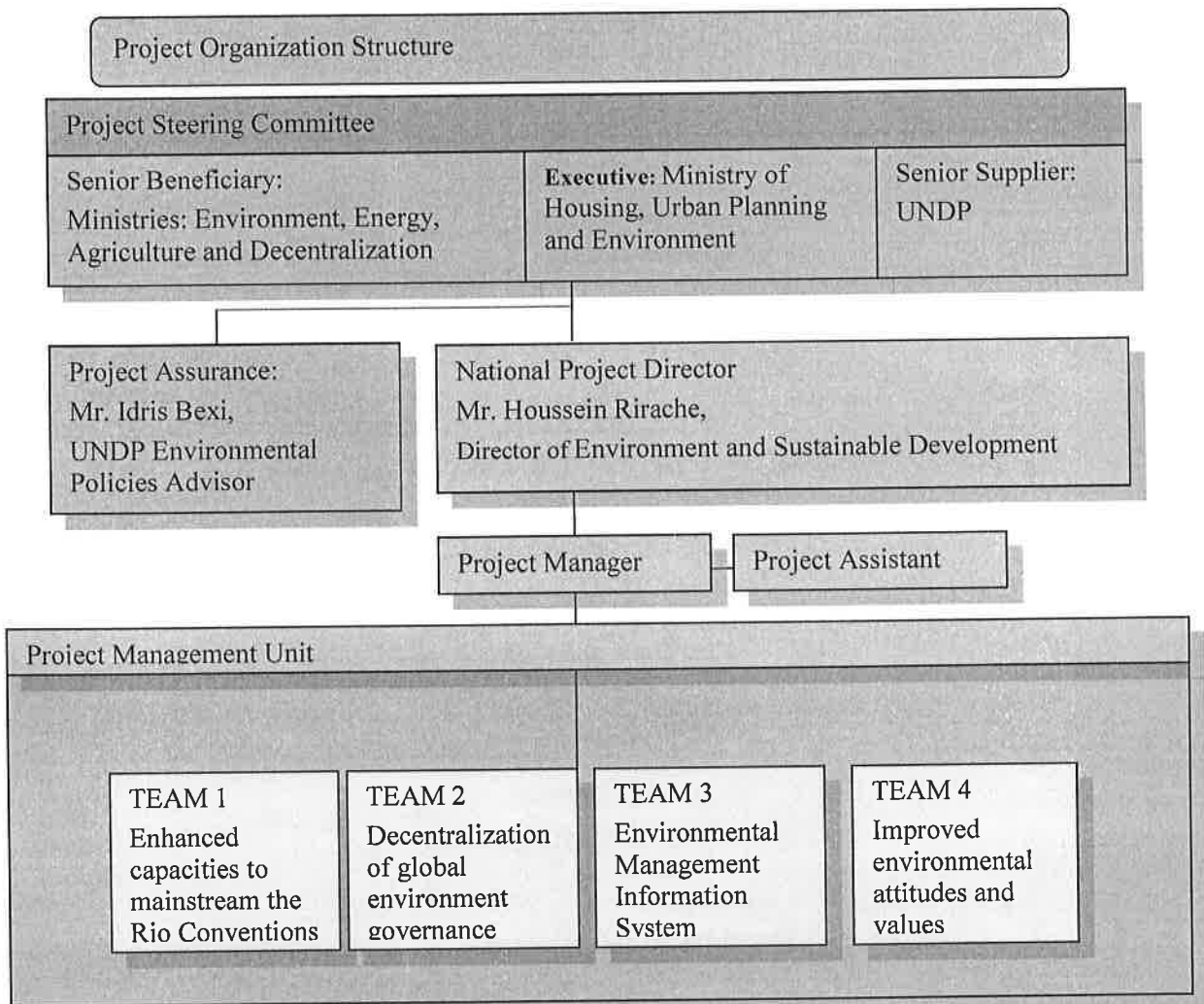
**G. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

110. Roles and responsibilities of the project’s governance mechanism: The project will be implemented following UNDP’s national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Djibouti, and the Country Programme.

111. The **Implementing Partner** for this project is the Ministry of Housing, Urban Planning, and Environment. 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:

- Approving and signing the multiyear work plan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

112. The project organization structure is as follows:



113. **Project Steering Committee:** The 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 Steering Committee 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. Specific responsibilities of the Project Steering Committee 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 work plan;
- 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.

114. The Project Steering Committee will also:

- 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 the UNDP Social and Environmental Safeguards Policy is applied throughout project implementation; and, address related grievances as necessary.

115. Executive: The Executive is an individual who represents ownership of the project who will chair the Project Steering Committee. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive is the Ministry of Housing, Urban Planning, and Environment. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. 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 approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities: (as part of the above responsibilities for the Project Steering Committee)

- Ensure that there is a coherent project organization 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;
- Organize and chair Project Steering Committee meetings.

116. **Senior Supplier:** The Senior Supplier for the project will be UNDP, representing the interests of the Government and project stakeholders by procuring the necessary technical expertise to the project and supporting national execution. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Specific Responsibilities include:

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Steering Committee decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

117. The **UNDP Country Office** will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP-GEF funds. Working in close cooperation with MHUPE, the UNDP Country Office (CO) will provide support services to the project - including procurement, contracting of service providers, human resources management and financial services - in accordance with the relevant UNDP Rules and Procedures and Results-Based Management (RBM) guidelines, as well as the applicable NIM modality for this project. Specifically, the UNDP Country Office will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment and contracting of project staff that does not fall under MHUPE; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP and GEF procedures. Strategic oversight and technical support to the project will be provided by the UNDP-GEF Regional Technical Advisor (RTA) responsible for the project.

118. **Senior Beneficiary:** The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary are Ministries: Environment, Energy, Agriculture and Decentralization

119. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people. Specific Responsibilities include:

- Prioritize and contribute beneficiaries' opinions on Project Steering Committee 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.

120. **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee 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. The

Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Steering Committee. Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Steering Committee 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 work plan;
- 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 Steering Committee 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 work plan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF Annual Progress Report and submit the final report to the Project Steering Committee;
- Based on the GEF Annual Progress Report and the Project Steering Committee review, prepare the AWP for the following year.
- Identify follow-on actions and submit them for consideration to the Project Steering Committee;
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final Terminal Evaluation report to the Project Steering Committee;

121. **Project Assurance:** UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Steering Committee 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 Steering Committee cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency.

122. **Capacity Development Activities:** The project will take an adaptive collaborative management approach to implementation. That is, UNDP and MHUPE will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

123. **National Project Director:** A senior government official will be designated at the National Project Director (NPD) and will be responsible for management oversight of the project. The NPD will devote a

significant part of his/her working time on the project. In the fulfilment of his/her responsibilities, the NPD will be supported by the Project Board and a part-time Project Manager.

124. Project Management Unit: In consultation with MHUPE, UNDP will establish a Project Management Unit for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a part-time Project Manager and supported by a part-time Project Assistant. The Project Steering Committee will provide support to the PMU in order to facilitate and catalyze smooth project implementation, in particular active government stakeholder engagement.

125. Technical Working Groups: Four working groups (one for each component) will be established. The groups will be led by a specialist contracted under the project, and each group will be made up of a team of independent consultants, technical government agency representatives, as well as representatives from stakeholder groups. Consultants will facilitate the implementation of the relevant activities under their respective component.

126. A group of independent specialists will be established on an *ad hoc* basis to undertake peer-reviews on specific products and issues. A series of consultative workshops will be organized to present draft project outputs, obtain technical reviews and enhance information sharing among stakeholders.

127. Consultants: The project will contract national specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, 3, and 4. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. The project will also contract two international consultants. An independent evaluation consultant to undertake a final evaluation of the project three (3) months prior to project closure will be recruited. The project will also recruit a technical specialist to provide guidance during project implementation.

128. In accordance with UN rules and regulations, UNDP will identify national experts and specialists, and international experts, as appropriate, to undertake technical work. National and international companies may also be engaged to support project implementation. Contracted consultants and companies will be hired under standard prevailing UN rules, regulations, and procedures.

129. National Rio Convention Committees: Three such committees exist in Djibouti, each playing the role of providing technical advice to the project that helps ensure strategic complementarity with the full range of initiatives related to the CCCD project. These are the National Coordinating Committee on Biodiversity Conservation, National Coordinating Committee on Climate Change, and National Council for Combatting Desertification.

130. Technical Advisory Committee (TAC): The TAC will provide technical advice and inputs relating to project implementation and will be chaired by the National Project Director with support from the Project Manager. The members of the TAC will consist of representatives from government ministries, UNDP, other relevant government agencies, research and educational organizations, NGOs, national and international consultants, and other relevant stakeholders to be agreed by the Project Steering Committee. The TAC would be organized to be complementary to the national Rio Convention technical committees. Technical experts may be invited in to discuss specific issues. Indicative Terms of Reference are as follows. These will be reviewed by the Project Steering Committee during project inception and may be extended as necessary.

- Review planned activities and ensure that they are technically sound and that, wherever possible, there is integration and synergy between the various project components during planning and implementation;
- Promote technical coordination between institutions, where such coordination is necessary and where opportunities for synergy and sharing of lessons exist;
- Provide technical advice and guidance on specific issues;

- Share information on project progress and lessons learned with related stakeholders at the national level;
- The TAC or a subset of its members may be requested to undertake specific project-related tasks, such as preparing or reviewing analytical reports, strategies and action plans, etc.;
- Other tasks as indicated by the Project Steering Committee

UNDP Direct Project Services as requested by Government: The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition, the Government of Djibouti may request UNDP direct services for specific projects, according to its policies and convenience. The UNDP and Government of Djibouti acknowledge and agree that those services are not mandatory, and will be provided only upon Government request. If requested the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex H). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost, duly identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated based on estimated actual or transaction based costs and should be charged to the direct project costs account codes: 64397 – ‘Services to projects - CO staff’ and 74596 – ‘Services to projects - GOE for CO’.

## H. FINANCIAL PLANNING AND MANAGEMENT

131. The total cost of the project is US\$ 2,229,000. This is financed through a GEF grant of US\$ 1,000,000 in cash, with an additional cash co-financing of US\$ 100,000 from UNDP and US\$ 1,129,000 as in-kind co-financing from the Government of Djibouti. 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.

132. Co-financing: The actual realization of project co-financing will be monitored during the terminal evaluation process and will be reported to the GEF. The planned co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/ Outputs	Risks	Risk Mitigation Measures
UNDP	Cash	100,000	Project management	None as funds are committed through TRAC	Not applicable
Government	In-Kind	1,129,000	All project activities (See C.1.b)	Although the government has some good experience in implementing GEF projects, the absorptive capacity is somewhat limited.	The project is designed to be implemented by national consultants organized in teams according to four project components.

133. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee 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 Steering Committee. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

134. 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).

135. 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.

136. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.<sup>15</sup> 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.

137. 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

<sup>15</sup> See <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

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 Steering Committee meeting. The Implementing Partner through a Project Steering Committee decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

138. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, 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 Steering Committee 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 file<sup>16</sup>.

139. Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

140. 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.

#### **H.1 Cost efficiency and effectiveness**

141. UNDP will provide cash from its core funds to this project. Non-GEF funded projects financed by UNDP that include activities similar to those planned under the present project may be considered as in-kind co-financing. Technical and administrative staff at UNDP will provide on-going advice and logistical support to the project as needed. Meeting facilities, communication facilities, and transport facilities, will be provided by UNDP as requested and as necessary. UNDP will also utilize its role as the UN Resident Coordinator to ensure the project is aligned with all UN system work. UNDP senior management will play an important role in advocacy and awareness-raising by attending select public events.

142. The incremental cost of this project is based on the main criterion that the co-financing achieves an estimated equal share of the GEF increment that will be negotiated with potential development partners. Nevertheless, the GEF contribution will be used for activities that will more directly strengthen capacities to deliver global environmental benefits, whereas activities that will be undertaken in the country's own sustainable development interest will be financed by non-GEF funds. In situations where such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds. There are a number of important donors (see 1.2 above) operating in Djibouti that are supporting the country's development. These donors will be consulted to identify and confirm the specific types of activities that they will be willing to contribute financial resources to.

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<sup>16</sup> See

[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PPM\\_Project%20Management\\_Closing.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default)



143. Most of the project's co-financing will stem from the in-kind contribution of the government to allow staff to actively engage in project activities, which are expected to consume an important amount of time over the life of the project. Other non-state stakeholders from the private sector, non-governmental organizations, academia, and civil society represent a significant amount of in-kind contribution to the project through their participation.

**I. TOTAL BUDGET AND WORK PLAN**

Atlas Proposal or Award ID:	00106646	Atlas Primary Output Project ID:	00107274
Atlas Award Title:	Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations		
Atlas Business Unit	DJ110		
Atlas Primary Output Project Title	Strengthening national capacities for improved decision making and mainstreaming of global environmental obligations		
UNDP-GEF PIMS No.	5894		
Implementing Partner	Ministry of Housing, Urban Planning, Environment		

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	See Budget Note:
<b>COMPONENT 1:</b> Enhancing mainstreaming capacities	MHUPE	62000	GEF	71400	Contractual Services - Individ	75,000	35,000	20,000	5,000	135,000	1
				71200	International Consultants	2,500	2,500	2,000	500	7,500	2
				71600	Travel	7,500	7,500	3,000	500	18,500	3
				75700	Training, Workshops and Confer	30,000	25,000	15,000	3,500	73,500	4,5
				72800	Information Technology Equipment	5,000	5,000	5,000	500	15,500	6
					<b>GEF Sub-total Outcome 1</b>	<b>120,000</b>	<b>75,000</b>	<b>45,000</b>	<b>10,000</b>	<b>250,000</b>	
<b>COMPONENT 2:</b> Decentralization of global environment governance	MHUPE	62000	GEF		<b>Total Outcome 1</b>	<b>120,000</b>	<b>75,000</b>	<b>45,000</b>	<b>10,000</b>	<b>250,000</b>	
				71400	Contractual Services - Individ	50,000	46,000	16,000	18,000	130,000	1
				71200	International Consultants	3,500	1,500	1,500	1,500	8,000	2
				71600	Travel	7,500	10,000	5,000	5,000	27,500	3
				75700	Training, Workshops and Confer	16,000	17,500	9,000	4,500	47,000	4,5
				72800	Information Technology and Equipment	3,000	2,500	1,000	1,000	7,500	6
	<b>GEF Sub-total Outcome 2</b>	<b>80,000</b>	<b>77,500</b>	<b>32,500</b>	<b>30,000</b>	<b>220,000</b>					
<b>COMPONENT 3:</b> Setting up and early implementation of an environmental management information system for improved monitoring and	MHUPE	62000	GEF		<b>Total Outcome 2</b>	<b>80,000</b>	<b>77,500</b>	<b>32,500</b>	<b>30,000</b>	<b>220,000</b>	
				71400	Contractual Services - Individ	33,500	54,000	14,000	25,000	126,500	1
				71200	International Consultants	1,500	7,000	1,500	2,000	12,000	2
				71600	Travel	2,500	10,000	2,000	3,000	17,500	3
				75700	Training, Workshops and Confer	6,500	24,000	11,000	12,000	53,500	4,5
				72800	Information Technology Equipment	6,000	80,000	6,500	8,000	100,500	6,7
	<b>GEF Sub-total Outcome 3</b>	<b>50,000</b>	<b>175,000</b>	<b>35,000</b>	<b>50,000</b>	<b>310,000</b>					
				75700	Training, Workshops and Confer	-	5,000	5,000	5,000	15,000	4
				72800	Information Technology Equipment	-	10,000	-	-	10,000	7

GEF Component/ assessment of global environmental impacts and trends	Responsible	Fund	Donor	Atlas	ATLAS Budget Description	Amount	Amount	Amount	Amount	Total	See	
					UNDP Sub-total Outcome 3	-	15,000	5,000	5,000	25,000		
					<b>Total Outcome 3</b>	<b>50,000</b>	<b>190,000</b>	<b>40,000</b>	<b>55,000</b>	<b>335,000</b>		
<b>COMPONENT 4:</b>  Improved environmental attitudes and values for the global environment				71400	Contractual Services - Individ	18,000	23,000	23,000	17,500	81,500	1	
				71200	International Consultants	1,500	2,000	2,000	2,000	7,500	2	
				71600	Travel	4,000	4,000	3,000	3,000	14,000	3	
				75700	Training, Workshops and Confer	4,000	8,500	4,000	5,000	21,500	4.5	
				72800	Information Technology Equipment	2,500	1,000	1,000	1,000	5,500	6	
					<b>GEF Sub-total Outcome 4</b>	<b>30,000</b>	<b>38,500</b>	<b>33,000</b>	<b>28,500</b>	<b>130,000</b>		
				71600	Travel	6,000	2,000	2,000	5,000	15,000	3	
				75700	Training, Workshops and Confer				500	500	4.5	
		MHUPE	40000	UNDP	72800	Information Technology Equipment	0	0	0	500	500	6
						<b>UNDP Sub-total Outcome 4</b>	<b>6,000</b>	<b>2,000</b>	<b>2,000</b>	<b>6,000</b>	<b>16,000</b>	
					<b>Total Outcome 4</b>	<b>36,000</b>	<b>40,500</b>	<b>35,000</b>	<b>34,500</b>	<b>146,000</b>		
				71300	Local Consultants: Project Manager	10,000	10,000	10,000	10,000	40,000	9	
<b>PROJECT MANAGEMENT</b>				74200	Audio Visual & Print Prod Costs	500	500	500	500	2,000	8	
				71200	International Consultant	-	-	-	25,000	25,000	10	
				75700	Training, Workshops and Confer	500	500	500	500	2,000	4	
				71600	Travel	1,000	1,000	1,000	1,000	4,000	11	
				72200	Equipment and Furniture	500	500	500	500	2,000	16	
				74100	Professional Services	750	750	750	750	3,000	12	
				74500	Miscellaneous Expenses	500	500	500	500	2,000	13	
				74596	Services to projects - GoE	2,500	2,500	2,500	2,500	10,000	14	
					<b>GEF Sub-total Project Management</b>	<b>16,250</b>	<b>16,250</b>	<b>16,250</b>	<b>41,250</b>	<b>90,000</b>		
				72100	Contractual Services: Meeting costs	1,500	500	500	500	3,000	4	
				74200	Audio Visual & Print Prod Costs	500	500	500	500	2,000	8	
				71600	Travel	1,500	1,000	1,500	1,500	5,500	15	
				72200	Equipment and Furniture	2,500	2,000	1,000	500	6,000	16	
				74500	Miscellaneous Expenses	1,000	500	500	500	2,500	13	
				74700	Transportation	1,500	1,500	1,500	1,500	6,000	17	
			71300	Project Assistant	7000	9000	9000	9000	34,000	18		
				<b>UNDP Sub-total Project Management</b>	<b>15,500</b>	<b>15,000</b>	<b>14,500</b>	<b>14,000</b>	<b>59,000</b>			
				<b>Total Project Management</b>	<b>31,750</b>	<b>31,250</b>	<b>30,750</b>	<b>55,250</b>	<b>149,000</b>			
				<b>GEF TOTAL</b>	<b>296,250</b>	<b>382,250</b>	<b>161,750</b>	<b>159,750</b>	<b>1,000,000</b>			
				<b>UNDP TOTAL</b>	<b>21,500</b>	<b>32,000</b>	<b>21,500</b>	<b>25,000</b>	<b>100,000</b>			
<b>PROJECT</b>					<b>317,750</b>	<b>414,250</b>	<b>183,250</b>	<b>184,750</b>	<b>1,100,000</b>			

GEF Component/	Responsible	Fund	Donor	Atlas	ATLAS Budget Description	Amount	Amount	Amount	Amount	Total	See
<b>TOTAL</b>											

Budget Notes

- 1 National consultants to prepare technical analyses and facilitate learning-by-doing workshops
- 2 International Capacity Development Specialist to provide technical backstopping
- 3 Per diem and travel costs for Workshop participants
- 4 Bilateral and small focus group meetings
- 5 Venue costs for learning-by-doing workshops and related training exercises
- 6 Securing and preparation of technical materials - technical equipment, to be used for survey, early warning, and environmental information assessments
- 7 Procurement of information communication technology necessary to set up the EMIS
- 8 Audio-visual equipment needed for presentations at workshops and meetings
- 9 Project Manager
- 10 Independent consultant to conduct the terminal evaluation
- 11 Travel for the international consultant
- 12 Audit of project finances
- 13 Miscellaneous expenses
- 14 Direct Project Services Cost: per Letter of Agreement ANNEX H.  
DPC are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the yearly budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.
- 15 Local transportation for project staff
- 16 Setting up of the Project Management Unit
- 17 Local transportation in Djibouti for project staff

## **J. LEGAL CONTEXT**

144. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Djibouti and UNDP, signed on 8 October 1979. 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 '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.

145. 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.

## **K. INTELLECTUAL PROPERTY RIGHTS, USE OF LOGO, AND DISCLOSURE OF INFORMATION**

146. 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<sup>17</sup> and the GEF policy on public involvement<sup>18</sup>.

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<sup>17</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>18</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

## L. RISK MANAGEMENT

147. Consistent with the Article III of the SBAA 8 October 1979, 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.

148. 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.

149. 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/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml).

150. 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>).

151. 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.

152. 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.

153. 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.

154. 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](http://www.undp.org).

155. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.

156. 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.

157. 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.

158. UNDP will be entitled to a refund from the Implementing Partner of any funds in the event of inappropriate use, such as 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.

159. 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.

160. *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.

161. 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.

162. 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.

163. 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.