

PORTFOLIO PROJECT DOCUMENT**Portfolio Name:** Rising Djibouti: Post COVID-19 Socio-Economic Recovery Support to Djibouti**Portfolio Number:** PPFLIO-000074**Start Date:** January 04, 2021 **End Date:** July 30, 2022 **PAC Meeting date:** May 11, 2021**Projects Included in the Portfolio:**

Project Names	Portfolio Project Award ID	Implementing Partner
1. Djibouti's Response to COVID-19 Induced Livelihoods and Jobs (USAID)	00125686	Ministry of Finance and Economy In charge of Industries
2. Transformative Governance for Inclusive and Resilient Post COVID-19 Socio-economic Recovery (UNDP)	00123842	
3. Women Centric Climate Resilient Economic Empowerment for Inclusive and Greener Post-COVID-19-19 (MPTF)	00132029	
4. Integrated Financing for SDGs Acceleration and Resilience in Djibouti (Joint SDG Fund)	00111324	
5. Anti-corruption and Civic Engagement (ACE) – (Danish Government)	00106651	
6. Enhancing Economic Resilience of vulnerable SMEs in Djibouti (Government of Djibouti)	00106810	

Brief Description

UNDP, in partnership with USAID, Multi-Partner Trust Fund, Islamic Development Bank and under leadership of Ministry of Economy, Finance and Industries, will introduce catalytic post COVID-19 socioeconomic recovery efforts in Djibouti. The portfolio aims at supporting existing and establishing new livelihood and job opportunities in Djibouti targeting mainly agriculture and fishery-based livelihood options. The portfolio will integrate skills development elements as its tandem approach to post COVID-19 recovery process. The portfolio will also leverage the skills of youth trained by ongoing skill enhancement portfolio interventions supported by development partners including USAID. This portfolio is designed to support existing vulnerable MSMEs heavily affected by the COVID-19-19 crisis to reinvigorate and recover their businesses socioeconomic dividends. The identified MSME will receive a comprehensive package of support to help fast track recovery.

The portfolio will have six complementing projects contributing to three distinct outcomes:

Outcome 1: Transformative Policy for accelerated attainment of Sustainable Development Goals

Outcome 2: Inclusive and Resilient Livelihood Interventions for Sustainable Post COVID-19 Socio-Economic Recovery through civic engagement

Outcome 3: Sustainable Financial Inclusion to catalyse economic empowerment and economic diversification of Djibouti

USAID funded "Djibouti's Response to COVID Induced Livelihoods and Jobs" will support to rehabilitate/protect Djibouti's livelihoods from the impacts of COVID-19 for an immediate recovery and enhance people's skills to achieve sustainable economic growth. The project will support establishment and strengthening of MSMEs, generating employment opportunities for youth and enhance market linkages for domestic products and services through the digital




applications and partnership with the private sector outlets. The project will contribute to improving livelihood and socioeconomic recovery of over 5,000 beneficiaries and will enhance the social inclusion of the most disadvantage and unemployed youth.

UNDP TRAC funded **“Transformative Governance for Inclusive and Resilient Post COVID-19 Socio-economic Recovery”** will aim at triggering a paradigm shift by demonstrating a model in which a combination of enabling factors such as training, access to finance, access to technology, access to decision-making roles and access to market can empower women and youth, and turn them into financially contributing members of the economy, thereby building a strong social capital and a foundation for inclusive and transformative governance for effective post COVID-19 socio-economic recovery.

Multi-Partner Trust Fund (MPTF) funded **“Climate Resilient Women Centric Economic Empowerment for Inclusive and Greener Post-COVID-19”** will develop social capital through inclusive, comprehensive and innovative economic empowerment options and mechanisms for women, especially those which belong to the minority groups and disadvantaged groups. The portfolio will focus on enhancing financial inclusions for the marginalized women to expedite the post COVID-19 socio-economic recovery process.

Joint SDG Fund (JSF) funded **“Integrated Financing for SDGs Acceleration and Resilience in Djibouti”** will support in integrating the process of costing social sector priorities for acceleration and will analyze fiscal space within the public sector budget for financing the priority SDGs, analyze the financing gap, analyze public finance management practices with a view to improve allocation and quality of spending and develop of and implementation of an integrated SDG financing strategy. The joint programme will help Djibouti establish, develop and maintain new financing systems and mechanisms to attract domestic and international investors for the achievement of the NDP, respond to development challenges highlighted by Covid-19 and accelerate progress on the 2030 Agenda and the SDGs.

Danish Government funded **“Anti-corruption and Civic Engagement (ACE)”** will support Djibouti’s efforts on promoting effective and inclusive governance by enhancing institutional capacities to implement anti-corruption initiatives and foster enabling environment where people engage further with the public institutions.

Islamic Development Bank funded **“Enhancing Economic Resilience of vulnerable SMEs in Djibouti”** to enhance Economic Resilience of vulnerable SMEs in Djibouti. The project adopts multiple approaches to address the impact, including establishing and operationalization of Islamic microfinance systems. UNDP, as lead partner for financial inclusion in Djibouti, will collaborate with the Ministry of Finance and Economy (MOFE)/CLE to support the implementation of the IsDB funded project. UNDP will coordinate with the key stakeholders involved: Central Bank, ADDS, CEPECs, commercial banks of Islamic microfinance instruments to help them better provide financing to potential borrowers.

The portfolio will be implemented through direct implementation modality (DIM), namely the requested funding will therefore be fully managed by UNDP Djibouti.


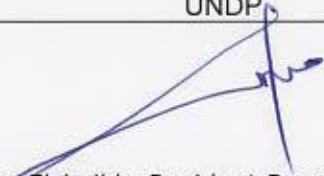
Contributing Outcome(s) (UNDAF/CPD, RPD or SP): UNDAF Outcome 1: The most vulnerable populations have fair access to employment opportunities

Indicative Output(s) with gender marker²: CPD Output 1.1: Enhanced institutional and individual capacities for inclusive access to sustainable livelihoods, inclusive finance and job opportunities

UNDP Strategic Plan Outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Gender Marker	Portfolio Project Award ID	Donor
GEN2	00125686	USAID
GEN2	00123842	UNDP (RFF)
GEN3	00132029	MPTF
GEN2	00111324	Joint SDG Fund
GEN2	00106651	Danish Fund
GEN2	00106810	Govt. of Djibouti

Total resources required:	USD 6,153,319	
Total resources allocated:	In USD	
	UNDP TRAC:	1,513,000
	Donor (USAID):	2,500,000
	Donor (MPTF):	192,319
	Donor (Joint SDG Fund)	648,000
	Donor (Danish Government)	900,000
	Donor (Government of Djibouti)	400,000
	In-Kind:	
Unfunded:		

Government	UNDP
 <p>H.E Ilyas Moussa Dawaleh, Minister of Economy, Finance and Industry</p>	 <p>Fatima Elsheikh, Resident Representative, UNDP Djibouti</p>
Date: 16 MAY 2021	Date:

¹ Note: This document, including the signature page, may be customized as needed.

² The Gender Marker measures how much a portfolio invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

Djibouti is facing an unprecedented economic crisis due to COVID-19 threatening hard-won development gains of 20 years. Djibouti struggled to grow its economy due to a largely unskilled labor force, limited resources and harsh climate conditions. Informal and small businesses, representing more than 70% of all jobs, are heavily impacted. This economic tsunami is likely to send back to poverty the most vulnerable and disrupt the social cohesion.

Djibouti has enjoyed its rapid and steadfast economic growth with per capita GDP growing at an average rate of 7% on an annual basis in recent years, thanks to the massive public debt-financed investments in infrastructure, mainly in trading and port administration. Rapid economic growth in the recent past (from 6.7% GDP growth in 2017 to 8.4% in 2018) was aligned with ambitious goal of "Djibouti Vision 2035" which aimed at tripling the per capita income and creating more than 200,000 jobs by 2035. Projection of attaining 9.7% GDP growth in 2021 is considerably affected by the global pandemic.



more than 10,000 jobs have been lost: including both in the formal and informal sectors, thus impacting at least 170 thousand members of household are affected.

The realization of the fact that Djibouti is highly food-insecure and is highly vulnerable to such external shocks was made even more evident during the lockdown. Djibouti imports 90% of its food and is one of the highly food insecure countries in the region. Pre-existing conditions of food insecurity and strained food self-sufficiency, primary health care system, education, access to electricity and water supply have already been far from satisfactory. 20.3% of the population are under the extreme poverty line whereas 35.3% are under widespread poverty². Agricultural production is almost non-existent, partly because of drought and partly because of poor soil quality. Only about 10% of the total land area of Djibouti is arable and fit for agriculture, and this limited arable land is under the threat of climate risks.

Unemployment rate in Djibouti is at 47%; however, a considerable number of the "unemployed" population is engaged in one or the form of micro/small or medium scale informal businesses. The participation of women in the labor market is still limited. Only 19% of women are employed, compared to 81% of men. Women represent 25% of the 12,400 civil servants in public administration, compared to 75% men. The staff gap between women and men is more accentuated in technical ministries³.

The pandemic is hitting young people and they are facing multiple shocks, including disruptions to education, training and on-the-job learning and greater difficulties in finding good quality jobs. Young women are facing an increasing double burden to manage both paid work and providing

² UN and Partners COVID-19 Response Plan, Djibouti. August 2020

³ PNG 2011-2021, statistics 2010. Accessed on 5.05.2019.

unpaid care at home due to widespread school closures. Other vulnerable youth, including young persons with disabilities and refugees in encountering additional hardships on top of the barriers that they face to accessing decent work opportunities. This challenging job market contributes to the rapid shift of young people's mindset from employability to entrepreneurship. Despite their ambition, the administrative process of the business registration remains undeveloped which discourages entrepreneurs from officially registering as government accredited businesses. The high registration fee and other relevant taxes are also heavy burdens that young people can hardly overcome.

Aside from youth, the COVID-19 pandemic has also severely influenced local MSMEs. The socio-economic impacts assessments and preliminary analyses show that 80% of formal businesses were negatively affected by the pandemic, 39% of businesses saw a decrease of 75% in their turnover between March and July 2020 vis-à-vis the same period last year, and 50% of business owners laid off 75% of their employees. This reality implies that the large enterprises lost their skilled and productive employees, which will result in a prolonged economic downfall for themselves and Djibouti at large. The severe economic impact trickles down from the major enterprises to local MSMEs, and most unregistered informal businesses who are more susceptible to this socioeconomic crisis. These MSMEs and informal businesses are the entities that will be targeted under this activity.

Informal MSMEs accounting for nearly 70% of the job market have also been severely affected by the pandemic and numerous informal businesses such as street vendors, taxi drivers and food service providers have lost their income sources. They are mainly unregistered small-scale units, often employing five or fewer undeclared low-skilled workers, including unpaid family members, mainly women, who labor in precarious conditions without social protection or health and safety measures at the workplace. They have low productivity, low rates of savings and investments, and negligible capital accumulation which make them extremely vulnerable to economic shocks and are often excluded from COVID-19 crisis related short-term financial assistance programmes for businesses. This activity will fill that gap.

For Businesses and the self-employed, unfortunately, Covid-19 is adding to the multiple vulnerabilities and challenges to the country's economic resilience. In addition to the environmental and external shocks such as drought, floods and infectious diseases, the lack of basic information on the procedures for registration, tax filling, microfinancing requirements, bank account opening requirements along with the support services to open and run the businesses are very preliminary thereby posing hindrances to enterprise development and job creation opportunities. Most of the services and information available in this regard is concentrated in the city of Djibouti and almost non-existent in rural areas. On the other hand, the microfinance landscape in Djibouti is still at a low stage of development, having started to be structured and institutionalized in 2007, with the entry into force of the first law regulating this sector and the adoption of a national microfinance development strategy. Getting access to financing options including loans is a big hurdle for the MSMEs and hence the growth of MSMEs is hampered and not meeting expectations.

Now, more than ever, it is crucial to invest in youth and business owners, especially MSMEs and entrepreneurs through multiples practical and scalable measures to address short- and long-term socioeconomic impacts caused by the COVID-19 crisis on an emergency basis but also with a deliberateness to impact sustainability, allowing these entities to recover immediately and helping to ensure their survival from further health and economic disaster.

II. STRATEGY

Theory of Change:

Through three-pronged approach of providing socio-economic recovery support to the COVID-19 impacted households and micro and small-scale enterprises (MSMEs), the portfolio aspires to help the affected populations to bounce forward and build back better, greener, and stronger. The post COVID-19 socio-economic recovery support includes the rehabilitation and recuperation support to the MSMEs affected by the pandemic, supporting establishment of new yet promising MSMEs and also creating social capital through financial inclusion, technical support, capacity building and policy reform support with particular emphasis on the green and blue economy sectors. The three-pronged approach that portfolio will follow includes a) nexus of climate resilient practices, b) women-centric MSMEs and c) improved access to market through youth network and private sector which will facilitate whole-of-government and whole-of-society approach to ensure that the interventions are sustainable and resilient.

The portfolio intends to demonstrate a whole-of-society and whole-of-government approach to accelerated pathway for post-COVID-19 recovery by engaging existing multiple stakeholders and as needed either strengthen the dormant institutional arrangements or help establish a more functional and nimble institutional arrangement at the local level by rearranging the existing structures. The institutional arrangement is crucial to ensure that the project interventions are co-owned by the society and local authorities and the project approaches are integrated into the regional development plan approaches for sustainability purposes.

The USAID supported project will contribute significantly in resurrecting the COVID-19 impacted MSMEs and the productive CSOs as well as piloting new and promising value-chains to accelerate socio-economic recovery but not limiting to just green and blue sectors. This project will support productive sectors such as UNDP core funded component of the portfolio will support the transformative governance through evidence-based policy recommendations to support paradigm shift in the ways green and blue economy sectors contribute to the national socio-economic recovery. Though the USAID and UNDP core funded projects have gender responsive and gender sensitive interventions, the MPTF funded component of the portfolio specifically focuses on the women owned and women centric MSMEs in the green and blue economy sectors. The project intends to trigger paradigm shift by demonstrating how combination of enabling factors such as training, access to finance, access to technology, access to decision-making roles and access to market can empower the women and convert them from “financially non-contributing” members of an economy to “financially contributing” members. The theory of change for this project aims to showcase the comprehensive and inclusive economic empowerment options and mechanisms for women, especially those which belong to the minority groups and disadvantaged groups.

The portfolio projects will be implemented in all five regions of Djibouti and will leverage the existing and past development interventions related to the entrepreneurship, job creation, innovation and youth and women empowerment. UNDP through its youth and women empowerment interventions, climate change adaptation and livelihood generation interventions has been working with the vulnerable populations across all the regions supporting the agriculture, marine resource based, service oriented, ICT, apparel, and production-based businesses. These micro enterprises were provided with either technical assistance, in-kind assistance such as equipment and tools, and provisional grants. Some of these enterprises, particularly the production-based and agri-based enterprises have thrived and are profitable. The project in collaboration with UNDP’s existing network of youth and women entrepreneurs, will scoop out the possibilities hidden / trapped in the rural areas of the regions. The strategic interventions will be held at the central level.

Strategy for Project 1: Djibouti's Response to COVID-19 Induced Livelihoods and Jobs

Most of the existing MSMEs are vendor-based and comprise primarily of repurposing or reselling of products, as a result, these MSMEs have not been contributing much to employment generation. Green (agriculture and pastoral) and blue (marine resources) sector-based enterprises and businesses are either non-existent or at very nascent stage in Djibouti. Value-chain based blue and green economy development through network of women and youth led micro and small-scale enterprises along with systemic approach to enhance market linkages undertaken as a tandem approach to socio-economic recovery will provide evidence for a more progressive approach to business development in Djibouti. More than ever, the need to resuscitate, strengthen the MSMEs and diversify the portfolio of MSMEs with the local production choices and service offerings has been felt as a necessity rather than an option. The National Development Plan, Djibouti-ICI, also recognized the urgent need to diversify the country's revenue base and redirect the focus to domestic economic growth options, thereby increasing the employment opportunities for youth, women and people from other disadvantaged groups.

The duration for implementing the project is 18 months and in as much as its primary focus is immediate recovery, it is also aligned with the government's socio-economic recovery phase under the upcoming National Development Plan 2021-2025. Hence the project will embrace pragmatic approaches during its implementation and target quick, yet sustainable wins. The project will be focused more on the interventions which will have low risks and high chances of providing tangible results. One such approach would be to build upon the existing projects which have been supporting enterprises – including the agro-pastoral production, marine resources, among others and provide the catalytic push to transform the existing businesses in terms of scale, coverage and hence profit. Another approach would be to identify profitable sectors that haven't been highlighted but necessitated due to the crisis and build a solid foundation with both public and private sector partners to build robust micro enterprises. This could be sectors like recycling and upcycling of the recyclable paper and plastic, food and beverages production sectors, or textile, apparel and personal care / hospitality sectors. Similarly, the other approach is to support the operation of the existing as well as new MSMEs by facilitating the access to microfinance. Facilitating access to finance by providing loan guarantee schemes have been proven to bring transformative changes in the growth and promotion of the MSMEs in developing countries.

Guided by the belief that bottom-up innovation is the key to development and the creation of a better future for Djibouti, UNDP is keen to bring together entrepreneurs, creators, and all drivers of positive social contracts. In the context of new MSMEs in particular, UNDP in Djibouti is seeking to design and deliver an enterprise and innovation service model that empowers and engages youth to internalize innovation, co-design and develop the next generation of services by prototyping new ideas and solutions that address national priorities and can be scaled by the Government or Private Sector Partners.

Considering that civil society organizations (CSOs) are also emerging as important contributors, collaborators and connectors for inclusive economic growth and social cohesion in Djibouti, this project will support the CSOs already working in promotion of MSMEs. The project will leverage UNDP's network of CSOs working on women and youth centric economic development and entrepreneurship development agenda to accelerate the process of emergency recovery from COVID-19 impacts at the community level. The project will particularly support CSOs promoting women headed businesses as well as entrepreneurs who are essential for inclusive economic growth. Through the project, UNDP will support these CSOs and community groups to enhance their capabilities and social support systems, so that they engage further with people, especially the vulnerable in their communities and build inclusive and resilient societies through their grass-roots activities.

The project will have a cascading impact – a) immediate impact on those lives/livelihoods impacted by the pandemic, individuals who would benefit from MSME rejuvenation/development plan (direct beneficiaries); and b) ripple impact on the lives of the individuals benefiting from the enhanced and more accessible domestic products and more skilled human resource (indirect benefits). Similarly, the impact of the project will expand further through the adaptation of best practices and/or integration of the lessons learned into the Djibouti-ICI and the sectoral development plans and programmes.

Strategy for Project 2: Transformative Governance for Inclusive and Resilient Post COVID-19 Socio-economic Recovery

Benefitting from the strong partnership with line ministries and development partners, UNDP seeks to support Djibouti by strengthening governance mechanisms in dealing with external shocks through policy reforms and reviews of the existing programmatic approach, emanating from an SDG integrator focus, and in line with national priorities as set in the Pact and the development needs outlined in the UNRP.

The project aims at triggering a paradigm shift by demonstrating a model in which a combination of enabling factors such as training, access to finance, access to technology, access to decision-making roles and access to market can empower women and youth, and turn them into financially contributing members of the economy, thereby building a strong social capital and a foundation for inclusive and transformative governance. Policy reform recommendations, enhancing programmatic delivery and strengthening development finance management will be based on evidence gathered through interventions outlined below.

UNDP is capitalizing on its comparative advantage gained over the years on MSME development, micro-financing, access to market and women empowerment through tailor-made leadership and entrepreneurship trainings. Through a three-pronged programme- nexus of climate resilient practices, women-centric MSMEs and improved access to market through youth network and private sector, UNDP aims to support whole-of-government and whole-of-society approach to build back better and greener.

Strategy for Project 3: Women Centric Climate Resilient Economic Empowerment for Inclusive and Greener Post-COVID-19

Through this project, two UN Agencies which have had sectoral expertise in the green and blue economy based MSMEs, micro-credit and micro-financing, access to market and women empowerment, have come together to scale up the successful practices with an added element of innovation.

The theory of change for this project is to develop social capital through inclusive, comprehensive and innovative economic empowerment options and mechanisms for women, especially those which belong to the minority groups and disadvantaged groups. The project will challenge the social construct in which women, particularly marginalized women are discriminated and are biased on social and economic attributes. The project intends to trigger paradigm shift by breaking gender stereotypes and drivers of discrimination and bias against women. The gender stereotype, discrimination and bias against women will be brought by demonstrating how combination of enabling factors such as training, access to finance, access to technology, access to decision-making roles and access to market can empower the women and convert them from “financially non-

contributing” members of an economy to “financially contributing” members. All the components of the proposed project activities have women at the core and are specifically designed to empower the women to make them capable for decision-making, financial independence, planning and leadership roles. The activities provide on-the-job training to the aspiring women entrepreneurs and also mobilize the community-based women-user groups and mother groups in their role as manager of an agriculture resource center in rural areas. The direct beneficiaries of the project will be the 500 most vulnerable households who will receive technical as well as in-kind support packages to initiate new or to bolster the existing MSMEs, additional 10 households that will benefit from the pilot intervention of establishing women owned MSMEs, and the 10 households which will benefit directly from the fully operational MSMEs – by the virtue of greening the value-chain development concept of the project. Through the trainings and capacity building interventions, the project will target to enhance the technical skills and inspire at least additional 50 women from the urban as well as rural areas. The indirect beneficiaries of the project would be the households that would benefit from easier and more affordable access to local products. In addition, the overall impact of the project will be availability of fresh and cheaper locally produced vegetables, dairy products, meat and poultry thereby contributing to the enhancement of the nutritional value of the daily dietary requirements. The interventions such as the re-modelling and strengthening of women networks, not only will empower their financial capabilities and enhance livelihood options but also elevate their social status and hone their decision-making and leadership skills.

Women, girls and elderly will be highly prioritized groups as these will constitute a cross-cutting target group for each of the above-mentioned categories. **Vulnerable among target group** would be **single mothers and single elderly women, homeless, lactating and pregnant women from poor households, and women with mental disability from poor households.**

Strategy for Project 4: Integrated Financing for SDGs Acceleration and Resilience in Djibouti

The joint programme will help Djibouti establish, develop and maintain new financing systems and mechanisms to attract domestic and international investors for the achievement of the NDP, respond to development challenges highlighted by Covid-19 and accelerate progress on the 2030 Agenda and the SDGs.

UNDP, UNICEF and WFP, in close collaboration with the UNCT and under the overall leadership of the UNRC will work directly in support to the formulation and implementation of the NDP, fostering a whole of the UNCT effort in support to national authorities, thereby contributing to create a just and inclusive society which enjoys economic growth by conducting the three major outcomes; 1) If the Government integrates and accelerates SDG and cost it, it will be able determine the financing gap it will need to bridge to 2030, including through mitigation of the COVID-19 pandemic impact; 2) With this information government is able to prioritise its National Solidarity Pact for the COVID19 response/National Development Plan objectives and those SDG that have the most potential to deliver equitable economic and social and environmental development to the population; 3) The costed priorities will enable the government to to identify the current status of financing flows in Djibouti and suggest a roadmap to develop new financing instruments; 4) It will also support the formulation of domestic financing policies, functions and processes to facilitate money flows from within and outside of Djibouti and 5) to help mobilize International Financial Institutions (IFIs) international donors and private investments to contribute to the achievement of the NDP priorities and achieve SDGs, leaving no one behind

The JP will allow the development of a budgetary space which is essential in this context of achieving SDGs as the appropriate framework for determining the financial resources to be released for social protection.

Strategy for Project 5: Anti-corruption and Civic Engagement (ACE)

The project focuses on the impact of development processes and interventions on specific groups, particularly, women and youth. However, these impacts are not always fully understood, and solutions are not yet firmly developed with certainty to allow effective largescale implementation. Therefore, the project focuses on the ‘proof of concept’ of approaches on a relatively small scale (but sufficiently large to enable confident conclusions) compared to the magnitude of the challenge. Through research and experimentations, possible solutions will be developed and implemented on a small scale with the explicit intention that – once successful – they will be implemented on a larger scale by the various actors in the system.

In addition, the idea of “Leaving No One Behind” lies at the core of the project. According to UNDP’s data on gender and corruption, 76% of women responded that corruption had prevented their access to public goods and services in developing countries. This high percentage indicates that their voices must be amplified more and reflected in governance systems. Integrating transparency, accountability, and anti-corruption across public service delivery will also help ensure that quality public goods and services can be accessible for all so that no one is left behind.

Strategy for Project 6: Enhancing Economic Resilience of vulnerable SMEs in Djibouti

To respond to and mitigate the emergency impacts of COVID-19, the Government of Djibouti has signed with the IsDB a project to enhancing Economic Resilience of vulnerable SMEs in Djibouti. The project adopts multiple approaches to address the impact, including establishing and operationalization of Islamic microfinance systems. UNDP, as lead partner for financial inclusion in Djibouti, will collaborate with the Ministry of Finance and Economy (MOFE)/CLE to support the implementation of the IsDB funded project. UNDP will coordinate with the key stakeholders involved: Central Bank, ADDS, CEPECs, commercial banks of Islamic microfinance instruments to help them better provide financing to potential borrowers.

UNDP will leverage its policy advisory capacity on private sector development and cooperation agreements with countries where Islamic Microfinance models are successful such as Turkey.

UNDP will also identify opportunities for introducing digital finance or other catalytic approaches to transform the micro finance sector for affected populations.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Outcomes:

The overall outcome of the Portfolio is to help Djibouti build forward better and stronger from the COVID-19 pandemic impact through a combination of enabled and transformative governance mechanisms, a network of strong and robust social businesses and MSMEs, an inclusive and sustainable financing. The nexus between the three pillars of sustainable development is expected to regain the losses and protect the future gains towards attaining the SDGs through a more resilient, more inclusive and more comprehensive development pathways.

The Portfolio is carefully developed by choosing six new projects whose core objectives are complementing each other ensuring that the approach fosters whole-of-society, whole-of-government, leave-no one-behind and do-no-harm principles.

The three Outcomes are as outlined below:

Outcome 1: Transformative Policy for accelerated attainment of Sustainable Development Goals

Outcome 2: Inclusive and Resilient Livelihood Interventions for Sustainable Post COVID-19 Socio-Economic Recovery through civic engagement

Outcome 3: Sustainable Financial Inclusion to catalyse economic empowerment and economic diversification of Djibouti

Through the combined efforts of carefully crafted activities of each of the six member projects of the Portfolio, the Portfolio intends to achieve the following results and outputs.

Expected Results

The overall outcome of the portfolio is to rehabilitate/protect Djibouti's livelihoods from the impacts of COVID-19 for an immediate recovery and enhance people's skills to achieve sustainable economic growth. The portfolio will *strengthen existing and establish new MSMEs in the green and blue sector and build community resilience.*

The portfolio will contribute towards achieving national development priorities and accelerating attainment of sustainable development goals; namely, create employment, economic growth, competitiveness and leading role of the private sector.

The overall objective of the portfolio is to accelerate the socioeconomic recovery from the COVID-19 crisis and regain sustainable development trajectory in support of achieving structural transformation in livelihoods and job creation. The pandemic effect compounded the pre-existing youth unemployment and job challenges. It also threatens viability of existence and operation of the existing youth, entrepreneurs, MSMEs and large enterprises who closely work with MSMEs in continuing their skills development and business operations. The portfolio will encourage and target beneficiaries (struggling and aspiring micro enterprise owners and people seeking employment in these MSMEs and the other sectors) to develop new skills and capabilities in order to be ready to “**build back better, stronger and greener**” after the COVID-19 crisis and accelerate Djibouti's economic growth.

In the broader scheme, the portfolio will support the realization of the Government of ‘Djibouti Vision 2035’⁴, which identifies development priorities and aims to reduce the high unemployment rate among the youth, and to accelerate commercial trades in order to graduate and to become a middle-income country. However, the portfolio interventions are designed to provide evidence and best practices from real time portfolio interventions in the upcoming National Strategic Plan (2020-2024) highlighting “Inclusion-Connectivity-Institution” (Djibouti- ICI) which is planned to reinforce capacities in the fields of telecommunication, energy, tourism, financial services and agriculture; thereby diversifying the revenue streams of the country and increasing resilience through diversification of the economic structure. Moreover, the portfolio interventions are guided by the newly issued COVID-19 response plan, National Solidarity Pact (NSP) which highlights the importance of supporting youth and young business owners as one of the key means of *building back better and stronger.*

The portfolio will introduce the tried and tested concept of MSMEs which would adopt tandem approach in which these MSMEs will be aligned along a value-chain and thereby trigger income

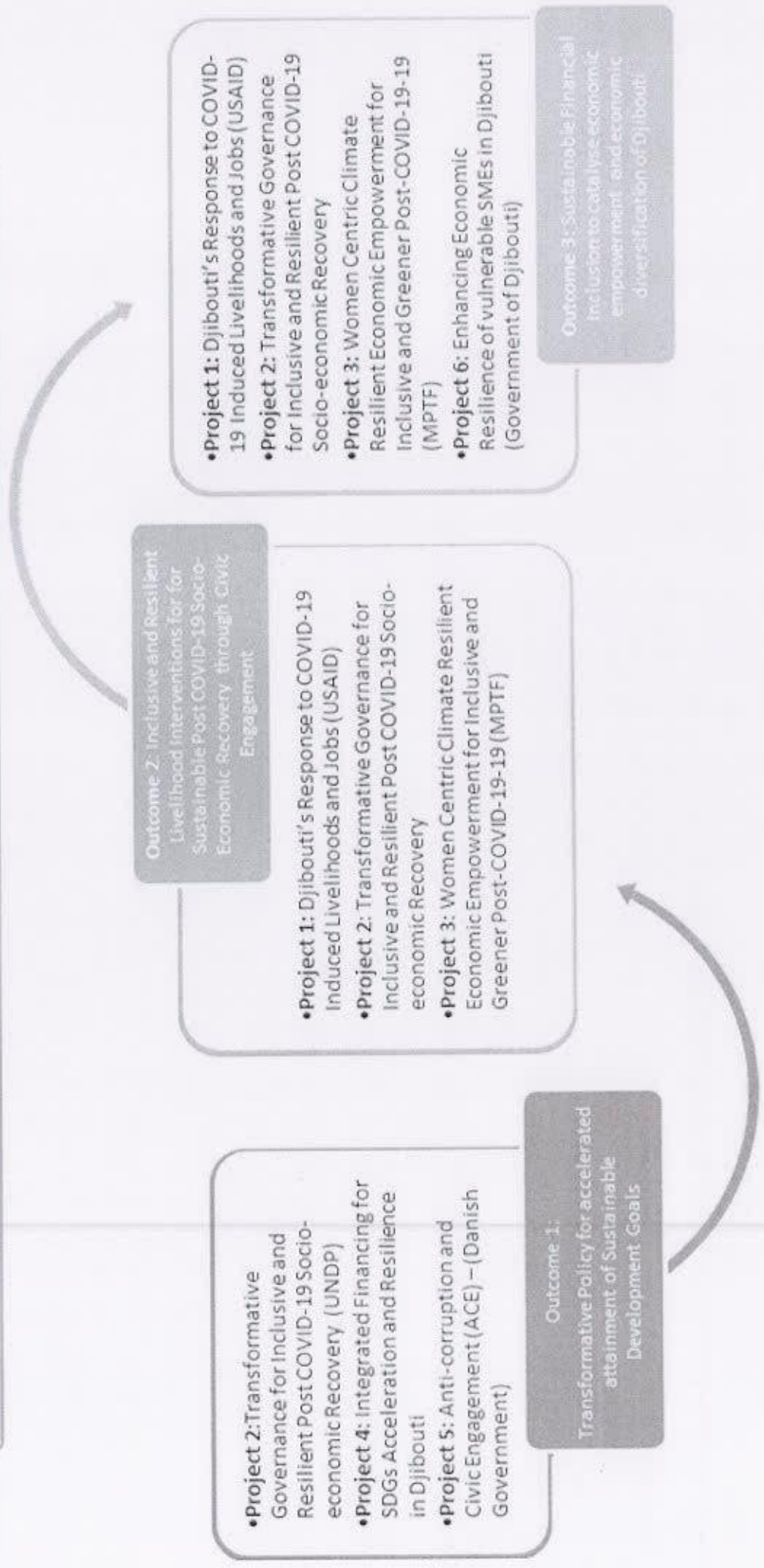
⁴ Djibouti Vision 2035: <http://ccd.dj/w2017/wp-content/uploads/2016/01/Vision-Nationale.pdf>



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Resilient nations.

PORTFOLIO PROJECT DOCUMENT

Portfolio Outcomes and the Projects Contributing to the Portfolio Outcomes



PORTFOLIO PROJECT DOCUMENT

generating activities in the complementary business streams along the value-chain as well as generate employment in the MSMEs themselves. In other words, the strategy is to support local production, processing, refining, repurposing and service oriented MSMEs which will create enabling environment for other allied upstream and downstream businesses to foster the entire value-chain. The portfolio will provide technical assistance, access to microfinance for the existing but struggling MSMEs through loan guarantee schemes, performance based grants and revolving fund mechanisms and also support establishment of new and innovative MSMEs, particularly in the green and blue economy sector and create an ecosystem of MSMEs and jobs. This approach is expected to create the momentum and help in fostering this ecosystem more organically even after the portfolio ends in July 2022.

Through the MSME support and job creation, 5000 vulnerable people will be impacted and benefit through the project interventions.

Expected Results of Project 1:

Output 1: Existing and new MSMEs in the green and blue sector supported through evidence-based technical, financial and in-kind support packages

The project will support the MSMEs in two ways: a) by providing customized support to the existing MSMEs which have been affected by the COVID-19 pandemic and b) by supporting establishment of the new MSMEs in the green and blue sector. The selection of the existing and potential MSMEs will be done through a market research and value-chain analysis. The project activities will be implemented in partnership with the leading government agency(ies), development partners and the private sector. The end result of the MSME support is to build and develop businesses and improve market access for the products and services generated by these MSMEs.

Activity 1.1: Market research and value chain analysis conducted to identify and support MSMEs in green and blue sectors

UNDP will collaborate with the relevant government agencies, development partners and private sector actors to conduct market research to identify existing and potential MSMEs that would need support – technical and/or financial support to bolster the situation. The project will conduct the value chain assessment in green and blue economy based MSMEs and enterprises to map out the nature, magnitude and frequency of support. The value chain assessment will help in “understanding markets, inter-firm relationships, and critical constraints that limit MSME growth and industry competitiveness⁵” and subsequently design a need-based and evidence-based support packages. Customized support will be provided for the existing but struggling MSMEs as well as for the new business ideas. The project will help the ideas to be more indigenous, practical and scalable at the same time.

Activity 1.2 Provide intensive support for the existing MSMEs:

⁵ [http://www.ijesi.org/papers/Vol1\(3\)6/Version-3/G0363032037.pdf](http://www.ijesi.org/papers/Vol1(3)6/Version-3/G0363032037.pdf)

UNDP and the MOFE will work together to maintain the safety, security and health of COVID-19 affected MSMEs in Djibouti. UNDP, in collaboration with the relevant partners including MOFEI, Chamber of Commerce and development partners, will expand the scope of existing incubation center to include an Intensive Care Unit for business advisory services to support affected MSMEs. The ICU is a support center for MSMEs covering a wide range of support packages from designing a financial support menu to technical advisory for the business continuity and as name suggests will provide intensive and customized support to help the struggling MSMEs restart. Depending upon the pre-existing condition of the MSMEs under consideration and the scope of support needed, the ICU support which will vary between two weeks to six weeks at the most. The financial support menu will be based on the screening criteria such as size of the firm, investment requirements, scalability, business plan and the potential social and climate impact the MSMEs under consideration would have. The technical support is recommended to ensure local businesses receive customized counselling and available assistance to survive the crisis of COVID-19. The MSME ICU team will consist of experts with knowledge of the local market, business skills, best practices who work remotely through video, phone calls and emails. They play a vital role to help MSMEs get through the current economic challenges.

For the other existing MSMEs, the project will help in addressing the missing components in business rejuvenation and operation as the existing MSMEs might not necessarily need the standard business development support. However, if the existing MSMEs have significant operational shortcomings, then the project might reconsider these MSMEs as the advanced stage of the new business ideas and provide standard business development support.

UNDP, USAID and MOFEI will mindfully design service offerings as a part of activities in the ICU and choose MSMEs which are severely influenced by the pandemic. Selected affected MSMEs, which will give preference to women- and persons with disabilities-headed businesses if any, will receive the support package to continue their businesses. The MSMEs report to UNDP and MOFEI their business arrangements and future business plans after receiving the support package. The project will collaborate with the Chamber of Commerce and association of informal economies to increase the coverage of support for the MSMEs.

Output 2: Business Development Approaches of the MSMEs strengthened and supported by fostering innovation and structural transformation

Activity 2.1 Business Development Support:

For the new businesses, UNDP in partnership with key national stakeholders such as CLE, Salaam Centre and CTID will provide standard business development support. This support will include **technical assistance, micro-credit and microfinancing support mechanisms, small scale equipment, tools and instruments, raw material among others.**

UNDP will organize a best business competition where innovative business ideas are applied by MSMEs through local media outlets, including newspaper, social media, TV and radio programmes. Business idea owners who invent the new business ideas are encouraged to materialize the ideas and grow their businesses.

The project will **provide technical support and capacity enhancement support such as assisting the qualified MSMEs** (both existing and new) with the legal requirements, i.e. registration or renewal of the businesses, tax payment procedures, developing business plan, financing plan, production and access to market plan, identifying the potential suppliers of raw material, customer identification, identifying beachhead market (for innovative services or products); product

promotion plans, basic business management skills and other administrative services to help these business become operational within a short period after being conceptualized. During the Business Development Phase, the project will assist in developing **prototypes** and conducting **proof of concept**. The development of prototypes and conducting proof of concept will help the project to assess the scalability of these MSMEs during the Business Acceleration and Sustainability Phase. Through a combination of various need-based support interventions, the existing businesses are expected to make a stronger comeback and make the new businesses ready for the launch at the end of three months. The Business Development Support will help the MSMEs graduate to the next phase and focus on the business acceleration and further growth.

The project in partnership with MOFE, Chamber of Commerce and CLE will provide business incubation and acceleration support to the new business ideas, particularly for those in the blue and green sectors and/or those that have strong business plan. As part of the acceleration support, the project will build partnership with the private sector, mainly those which will enhance market linkages for the products and services.

Activity 2.2. Digital Adaptation and Transformation Support:

To enhance the business operation and make the necessary information easily accessible to the existing and aspiring entrepreneur, the project will explore the possibility of partnering with ICT service providers to build two pronged digital applications to be hosted and managed through the existing platforms – a) an interactive digital application which will provide easy access to the myriad of information ranging from administrative procedures, legal requirements, pre-requisites for microfinancing options to accounting services and b) an interface between the sellers/service providers and the buyers / service seekers.

User friendly and home-grown digital applications will be developed to promote digital adaptation and digital transformation to support the growth of the MSMEs in the domestic market. The digital interventions will be developed not only to help the promotion of the products but also to enhance the quality of these products through an interactive feedback loops. These gradual improvements will be geared towards promoting these products in the regional market.

Output 3: Business Acceleration, Resilience and Sustainability Support Provided to the MSMEs and CSOs for Scale-up and Replication

The project will provide targeted support to the business ideas to help them transform into operational MSMEs and Cooperatives thereby contributing towards the national economy, generating employment and creating options for local products and services.

Activity 3.1: Support Access to Finance through Financial Inclusion Approaches

The project will invest in the *operation of the MSMEs, access to micro-credit and micro-financing; performance based grant schemes, developing digital platforms* (such as the applications to provide information on financing options, suppliers of input material, nearest legal aid, enterprise support centers, accounting services, electronic resource planning, among others), *developing market access through digital marketing options (E-market interface which will allow the businesses to open online shop) and linkages with the key private sector partners and fostering networking opportunities for the MSMEs.*

The project will develop performance indicators to monitor the milestone progress and determine whether the MSME under question qualifies for the next tranche or not. This mechanism will

ensure that grant money is utilized to the fullest, being utilized effectively and that targets are met, as well as serving as an additional financing support option for the MSMEs. To ensure that the financing support provided is utilized for the MSME revitalization, and/or establishment the project will undertake a rapid assessment (score card-based assessment) of the interested individuals/groups to assess the capacity, willingness and readiness to start and operate an MSME.

Activity 3.2 Build Social Capital through Whole-of-Society Approaches

The project will map the existing active CSOs and the youth networks at the national and regional level and identify the relevant CSOs and community groups and engage them in the emergency economic recovery of the affected communities and community members. The project will work with the selected CSOs and their communities to enhance their capacities to respond to crises. The project will explore the possibility of providing small performance-based grants to the CSOs with innovative solutions to mitigate the economic and business impacts of the pandemic at community level. The engagement with the CSOs will facilitate the process of identifying COVID-19-affected community-level and sector-level activities to build community resilience to future shocks. Furthermore, the project will enhance the knowledge base of these CSOs and community groups through introduction of international best practices to Djiboutian CSOs/NGOs/communities for possible adoption.

The project will also collaborate with the community groups and CSOs to provide support to the peer-monitoring mechanisms to ensure the optimal utilization of the financing support provided. The mechanisms of accessing finance and repaying the MSME loan will be developed in consultation with the partners of the ongoing UNDP project which involves the Islamic Development Bank to ensure that the participating commercial banks are fully onboard on the Participatory Financing model of the project.

Activity 3.3 Partner with key private sector engaged in distribution and sales of locally produced and processed products

The locally produced and processed products don't necessarily find a place in the key shopping outlets in Djibouti as these outlets are flooded with imported products. The project will work with the local food inspection and certification authority (Le laboratoire national d'analyse alimentaire - *LANAA*) to ensure that the quality of the products meet the standards and are permitted to be sold in the market. In order to promote the local production and entrepreneurs, the project will partner with key private sector actors such as Geant, Al Gamil, Cash Center and Casino to have a dedicated shelf/section in their outlets for the local products. The project will invest in branding or image building of such products to distinguish them from the other products. The project will follow the Fair-Trade approach to promote the local products.

Expected Outputs for Project 2: Transformative Governance

Output 4: Strengthened mechanisms to support transformative governance for socio-economic recovery

This project will complement existing efforts of developing socio-economic recovery framework and support socio-economic recovery pathways envisioned by the Pact and the upcoming NDP through evidence from the blue and green economy based MSMEs related interventions under Output 2.

To achieve this output, the project will:

- address the need for “inclusion of women in the socio-economic recovery process”, by bringing financial inclusion of women in the blue and green economy based socio-economic recovery pathways.
- provide the evidence and way forward for institutional reform and systematic governance overhaul by developing value-chain based women and youth led MSMEs
- support policy reforms to create enabling environment for local business development and incentives for low risk foreign investments in blue and green economy

Output 5: Enhanced climate resilient agro-pastoral and fisheries-based MSMEs development for improved food self-reliance

This output requires the adoption of climate-smart agro-pastoral approaches and the support to creation of women led MSMEs. To achieve this output the project will:

- scale up climate smart technologies in rural areas and pilot urban agriculture
- pilot efficient water capture and storage as well as smart irrigation technologies to optimize the available water sources, including risk management.
- increase financial inclusion of women by forming women cooperatives and providing financial literacy, leadership and entrepreneurship trainings enabling them to operate agro-pastoral and fishery based MSMEs
- mobilize existing partnerships with women and youth networks and CSOs to enhance market linkages.
- pilot the concept of Social Contract by establishing a mechanism to assess utilization of microfinancing, complementing the digital monitoring system to track the entire value-chain performance

Expected Results of Project 3: Climate Resilient Women Centric Economic Empowerment for Post COVID-19 Recovery

Expected Results:

The introduction of micro-financial products will support the adoption of climate-smart technologies and practices that will increase women’s resilience and economic empowerment. An identified set of technological options made available through the stimulus package includes, among others, support to increased productivity in the rural and coastal areas.

The interventions will help accelerating and localizing attainment of SDG 1(No Poverty), SDG 5 (Gender Equality) and SDG 8 (Economic Growth) targets by:

- Introducing financial and technical stimulus packages graduated by the well-being ranking and principal economic activity prior to the COVID-19 crisis.
- Promoting eco-friendly low investment labour intensive high impact micro and small-scale enterprises
- Improved socio-economic condition of the most vulnerable populations through introduction of climate resilient and risk-informed micro and small enterprises including climate smart small- scale farming and sustainable fish harvesting
- Better risk-informed population contributing actively towards the rebuilding better and greener recovery process in line with the National Solidarity Pact and National Development Plan 2020-2024

Considering that the vulnerable population needs an immediate response to be able to recover some of the immediate and most urgent basic needs such as medical, food, and water, before they can be fully and honestly engaged in intermediate and longer term development activities, the proposed

activities will be phased as Immediate response (implemented within one month of project initiation), intermediate (spread between six months to 18 months since the project initiation) and inputs that can contribute towards longer terms (the interventions that can be internalized by the local governments or authorities). The cumulative result of the immediate, intermediate and long-term response activities will be catalytic to unfold government development budget as well as mobilizing the development project budget from the development partners.

Output 6: Technical and in-kind support provided to vulnerable households

Activity 6.1: Identify the 500 most vulnerable households as per the government of Djibouti's poor and vulnerable household categorization including:

- the vulnerable households living in the drought prone and flood prone areas
- the households dependent on marine resources for livelihood
- households with small scale agricultural farms or kitchen garden affected by COVID-19
- women-headed households
- households with underprivileged people with disability

Activity 6.2 Design the technical stimulus package

The project will design the technical stimulus package based on the wellbeing ranking / poverty index for immediate stabilization, tailored to the principal activity of the household, whether it falls in the green or blue economy.

Output 7: Services for the creation of women owned and/or women centric MSMEs, mothers group associations, and community based centers are provided

Activity 7.1: Support women owned and women centric MSMEs contributing to green and blue economy in coastal and rural areas

The project will:

- announce a Call for application from the concerned, affected or interested households to establish MSMEs or to recuperate the COVID-19 affected MSMEs.
- establish a mechanism to assess, provide and monitor the utilization of the micro-credit or other forms of micro-financing to establish / recover the MSMEs, preferably low investment labour intensive MSMEs
- organize boot-camp for the interested and potential candidates to train on different aspects of entrepreneurship
- train women on various agricultural practices in collaboration with vocational training institute
- provide access to drought-tolerant fodder crops, water-efficient irrigation technology, improved manure and organic fertilizers production utilities, improved goats sheds that increase the overall productivity and quality of dairy, meat, and other related products;
- support the interventions such as food processing MSMEs, especially those capable of pulling and centralise the demand of primary products locally produced adding value along the chain (e.g. yogurt production, processed fish, vegetables sauces, etc.), established
- provide technology to improve fodder production to enhance the livestock health and productivity
- prepare and provide business ideas in addition to financial and technical support to the interested women entrepreneurs

Activity 7.2: Build the capacity of women user groups and mother groups to manage a community-based agriculture resource centers

The project will identify existing or establish new (if none exists by the time project starts) women user groups and mother groups in the communities to facilitate the women-owned and women-operated MSMEs. The project will provide leadership and entrepreneurship trainings for the members of women user groups and mother groups. The project will provide management and administration support through the women user groups and mother groups to manage the Community Resource Centers equipped by USAID and UNDP funded components of this project.

Activity 7.3: Enhance access of locally produced, grown, processed or manufactured products to the market

The project will work with the private sectors and also the productive CSOs at the national and regional level to organize agriculture bazaars at regional and national levels. The project will also work with the regional authorities to facilitate the collective transportation facilities to provide easy access to the market for the locally produced, grown and processed products.

The project will support establishing or improving the existing (as applicable) local and regional collection, distribution and sales centers established for locally produced, grown, processed or manufactured products.

Similarly, the project will mobilize young entrepreneurs and youth networks to facilitate market for the locally produced agricultural products, fishes, handicrafts, PPE kits, hand soaps and sanitizer gel/liquid.

In collaboration with the other UNDP projects dedicated for the women empowerment and economic engagement, the project will liaise with key private sector actors in the main cities of five region to build informal-formal businesses partnership.

Expected Results of Project 4: Integrated Financing for SDGs Acceleration and Resilience in Djibouti

Focusing on critical SDGs targets related to social protection, this project will help in bringing the furthest behind first in development financing and catalyzing joint work between public and private sector to enhance the state accountability and transparency. The joint program will impact GDP resilience to repetitive external and internal shocks including the recent negative impact of COVID-19 pandemic. While the program is focusing on key five sustainable goals, it will improve the overall ability of Djibouti to realize the 2030 Agenda by enhancing the financing capabilities and opportunities in the country.

Output 8. An SDG Financing Strategy and its core institutional components are developed and implemented (This is the space where the INFF methodology is undertaken):

- Activity 8.1 Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.
- Activity 8.2. Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF (as per the suggested planned outcomes below).
- Activity 8.3. Finance for results is effectively managed (aligning development outcomes with public finance, generating outcome based incentives for private investment, more effectively targeting vulnerable or excluded populations (social protection schemes from blended finance instruments); strengthening parliamentary scrutiny over finance; enhancing data collection systems.

As per the INFF Inception Mission or an Alternative Dynamic Financial Analysis (DFA) Process, countries should decide where the emphasis of their INFF process should lead to, but the below are a list of suggested potential outcomes:

Output 9. Planning and finance policy functions, processes and systems are Integrated:

- Activity 9.1. The National DRM agenda and its key pillars, including Its PFM, are all aligned to respond to the NDP (e.g. Green economy, Blue Economy, Circular Economy agenda, etc.)
- Activity 9.2. The governance mechanisms that align policies and annual budgets to the national development plan are strengthened; this work Implies building effective budgeting, budget execution systems.

Output 10: Private - domestic and international - resources are mobilized to respond to NDP

- Activity 10.1. Legal and policy framework leading to attract sustainable, inclusive private investment (i.e. streamlining procedures and public services for investors) is improved;
- Activity 10.2. Technical and process-related capacities of key actors from public, but also from private side, are strengthened (skills to manage the new financing Instruments)
- Activity 10.3. Inter-institutional coordination mechanism to generate internal sectoral inter-ministerial coherence (including through current PPPs) is established
- Activity 10.4. New financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed
- Activity 10.5. Improving communications between investors and the government and incentive mechanisms for the targeted promotion of strategic investments

Expected Results of Project 5: Anti-corruption and Civic Engagement (ACE) – (Danish Government)

This project's main purpose is to provide a proof of concept related to two areas of work that directly relate to the introduction of responsive governance arrangements for future developmental direction in Djibouti. By offering UNDP's Covid-19 response through the project, the government ensures gaps are bridged between existing anti-corruption frameworks and internationally standardized ones to build more accountable and transparent governance systems. This project also aims at facilitating civic engagement, which is essential to develop a just society without corruption.

The two key components that require improvement are:

- Institutional capacities at the national and sectoral levels to prevent and combat corruption
- Civic engagement with a focus on women and youth for more transparent and accountable governance

Output 11- Capacities to prevent and combat corruption strengthened in the public sector

The Djibouti government has made some crucial steps in establishing and implementing a coherent approach to fight against corruption, with increased transparency and improved public finance management arrangements. Djibouti signed the UNCAC (United Nations Convention against Corruption) on 17 June 2004 and ratified it on 20 April 2005. Their strong commitment resulted in decrease of the Corruption Perception Index scores from 36 in 2012 to 30 in 2019.

Corruption is caused by multiple factors in Djibouti, including the interlinked natures, including the lack of capacity of legal and political institutions, inactive civil society organizations, media and the private sector. While the government has been struggling to diminish corruption cases by establishing anti-corruption bodies, their effort has not reached concrete outcomes. In 2019, UNDP Djibouti conducted a diagnostic study on anti-corruption which identified numerous challenges obstructing successful anti-corruption measures. In particular, poorly designed normative and institutional frameworks relating to anti-corruption

have misguided public institutions and left loopholes that allow some government officials to enrich themselves. The study indicates that the normative framework does not meet the UNCAC standard, and there is a large room for improvement.

Another major challenge that the study pointed out is that the four national anti-corruption bodies implement their mandates, but they largely overlap. There are mainly four anti-corruption bodies, notably,

- La Cour des Comptes et de Discipline Budgétaire (The Court of Accounts and Budgetary Discipline) (CCDB),
- Inspection generale d'Etat (the united general inspection office) (IGE),
- Le Service de Renseignements Financiers (the Financial Intelligence Service) (SRF) and l'inspection des finances (the inspection of finance)
- La commission nationale Indépendance pour la Prévention et la lutte contre la corruption (the national anti-corruption commission) (CNIPLC).

Although all the four entities were established under the Secretariat of the President, they built different strategies of which some parts duplicate each other. Additionally, the four bodies barely coordinate with one another to implement their mandates and develop joint anti-corruption policies. Therefore, a anti-corruption strategy and an action plan validated by all the bodies are essential to complement their roles and accelerate their mandates' implementation.

Activity 11.1: Support the four anti-corruption bodies in dividing their responsibilities and improving the coordination mechanism for an efficient implementation of the national anti-corruption strategy

UNDP has assisted the CNIPLC that is directly supervised by the President's office to take the agenda on anti-corruption forward by conducting diagnostic studies, reviewing existing anti-corruption related laws and developing the draft National Strategy of Anti-Corruption 2020-2030 as well as the Action Plan 2020-2025. Despite the effort, the four anti-corruption bodies still pursue their own mandates that partly overlap each other and lack effective integration mechanisms. The proposed activities in the national strategy and action plan are neither coordinated with other anti-corruption bodies nor implemented.

In harmonizing the four anti-corruption bodies' mandates, UNDP will support a process that engages the four anti-corruption bodies, along with other key stakeholders, and facilitate a coordination architecture to validate and implement National Strategy of Anti-Corruption 2020-2030 as well as the Action Plan 2020-2025. The strategy and the action are composed with 6 objectives, including harmonizing normative frameworks, clarifying institutional mandates, strengthening institutional capacities of CNIPLC, citizens' active participation in anti-corruption, promoting civic engagement and strengthening capacities of the four anti-corruption bodies.

UNDP will facilitate the four anti-corruption bodies to nominate focal points who commit to the implementation of the national anti-corruption strategy and action plan. The four entities will nominate 10 members each and they will engage in working sessions for implementing the Anti-Corruption Strategy and Action Plan during the project period. The four entities will be required to ensure a gender, age and ethnic balance in nominations. The four anti-corruption bodies will also work with the Ministry of Women to ensure a fully gendered response. They will also engage with representatives from civil society on a regular basis to consult with them and update them on the progress achieved and challenges faced. The process will also include trainings for the focal points, and the other public officials involved, as well as for representative from civil society to include their voices in the strategy and action plan. Special emphasis will be put on the training and engaging of women from the public sector and civil society in the implementation of the strategy and the action plan.

During the working groups, the selected members will review the strategy, set a timeframe, decide which bodies implement what tasks, prioritize objectives, and add clauses if necessary, to effectively tackle corruption. Endeavours will be made to ensure that the process and content are aligned with the global standard stipulated in the UNCAC as well as good practices and lessons learned from comparative experiences. The concerned authorities will also be supported to ensure that the national strategy and action plan is designed with a gender lens applied to it, with priorities given to reform initiatives that are likely to have a higher impact on women empowerment, including but not limited to, appointment and promotion in civil service; integrity in public procurement to provide equal opportunities for business owned by women; and the participation of women in monitoring the implementation of the strategy and action plan.

The working group will convene once every two weeks and progress will be shared at reporting sessions every month and through public advisories as needed. UNDP's anti-corruption expert (s) will advise the members to validate and implement the anti-corruption strategy and plan. UNDP coordinators will facilitate in enabling the different stakeholders and working groups to be work together in an effective and timely manner.

Activity 11.2: Enable the development of a corruption risk management plan in health as a pilot sector

National anti-corruption strategies and action plans that only focus on legal reforms and generic goals pitched at the national level, without attention to the particularities of corruption at the sectoral level, are less likely to succeed in fostering changes in cultures and practices on the ground. Indeed, comparative experiences have shown how sector-specific anti-corruption initiatives can achieve relatively rapid and concrete results that are felt by citizens on the ground. Experiences have shown, nonetheless, that these initiatives are usually more effective if anchored in a broader national anti-corruption strategy, while being owned and internalized by the sectoral authorities concerned.

UNDP has been at the forefront of supporting anti-corruption initiatives at the sectoral level around the world including in the health, water, and education sectors. It had developed numerous studies and reports to this end and designed specialized methodologies, most prominently the Methodology for Corruption Risk Management (MCRM) at sectoral level, which has been successfully introduced to many countries. UNDP Djibouti will draw on the tools and expertise available at UNDP to support piloting sector-specific anti-corruption initiatives in one selected sector. This will be done in the context of preparations for the development and implementation of the national anti-corruption strategy and action plan (Activity 11.1).

The proposed sector is the health sector, which is particularly relevant to the achievement of Agenda 2030 in Djibouti and to ongoing efforts to respond to and recover from Covid-19. It is also important from a gender perspective, because evidence shows that women suffer disproportionately from corruption in the health sector. Furthermore, the complexity of the health sector and the inherent nature of the functions it performs makes it more vulnerable to corruption, including in the provision of primary care and curative services, supply chains of medicine and medical equipment, quality regulation of the health professionals and institutions, insurance and universal health coverage etc.

UNDP will support the establishment of appropriate cooperation mechanisms between the four anti-corruption bodies and the health authorities as well as the Ministry of Women to implement the MCRM, and will provide expertise to identify the scope of the plan (i.e. the priority areas that will be supported within the health sector), conduct the risk assessment, and support the identification of the appropriate risk treatment measures, while also providing needed training for the concerned public officials and other stakeholders involved in the initiative. Overall, UNDP will support the development of the corruption risk management plan, drawing on the MCRM, the guidance of the government and inputs provided by various stakeholder groups in the health sector. The plan would then be integrated in the national anti-corruption strategy and action plan, while serving as a blueprint, in terms of process and content, for the inclusion of additional sectors in the future.

Activity 11.3: Enhance the capacities of the four anti-corruption bodies and other stakeholders for the implementation of anti-corruption initiatives at the national and sectoral levels

Sequencing Activities 11.1 and 11.2, UNDP will support the government in preparing for the roll-out and implementation of the joint national anti-corruption strategy and action plan as well as the sectoral corruption risk management plan in the health sector. UNDP will provide the selected members in Activities 1.1 and 1.2, including a special emphasis on the participation of women, with trainings in cultivating readiness and enhancing soft and hard skills in this regard. Trainings are designed to nurture knowledge and skills on financial management (budgeting, accounting and internal auditing), human resource management (recruiting personnel, budgeting for personnel, skills required by position and effective assignment of personnel), monitoring & evaluation (setting indicators, developing monitoring & evaluation tools, methodologies of M&E and compiling data), the use of innovations in the field such as behavioural insights, new technologies and others. UNDP will respond to any other requests from the four entities regarding training contents, so that they could carry out their functions in an efficient and coordinate manner. The training sessions will begin in the middle of the project period and be divided into three sessions, financial management, human resource management and monitoring & evaluation.

UNDP will introduce gender specific budgeting methods in order to develop gender equal budget allocation on the anti-corruption activities. In rolling out the joint national anti-corruption strategy and action plan, as well as the sectoral corruption risk management plan in the health sector, UNDP will also share knowledge on communications so that the government effectively sensitizes its own staff members and citizens. To this end, in Activity 12.3, UNDP will support public media outlets, including the national TV/radio stations, newspaper and the online news agencies to enhancing their services, equipment and capacities to effectively transmit information.

Output 12 - Civic engagement with a focus on women and youth promoted for more transparent and accountable governance.

Citizens play a critical role in advocating and making public institutions more transparent, accountable, and effective, and contributing innovative solutions to tackle complex development challenges. Growing evidence confirms that under the right conditions, citizen engagement can help governments achieve development results in creating links between citizen engagement and improved public service delivery, public financing, governance, social inclusion, and empowerment. Media also plays a crucial role in engaging citizens and exchanging views between the government and citizens, primarily through social media.

However, evidence also shows that the outcomes of citizen engagement are highly context-specific and sensitive to government and citizen's capacity and willingness to engage. Effective engagement can be affected by social, political, economic, and cultural factors such as gender dynamics. Engaging citizens is critical during crises like the Covid-19 pandemic, as the effectiveness of response efforts can often hinge on behaviour change at the micro-level. Informing and receiving feedback from citizens in real time can provide insight into how the crisis is affecting communities and enable real-time course correction in fast-evolving situations, and post-crisis.

This project aims to advocate voices of the vulnerable, particularly women and youth who are major actors of socioeconomic development in Djibouti. At the same time, most crises affected social groups. By amplifying their voices and integrating their insights into society, UNDP, in collaboration with the government, reframes governance structures to deliver better public services to vulnerable populations such as women and youth.

Activity 12.1: Support women and youth centric civil society organizations in strengthening capacities for transparent and accountable governance

Civil society has been conceived as independent from state institutions, and they have become to be seen as a means of defence against misuse of public resources by political leaders. CSOs have been a new regulation agent at national and global levels. In Djibouti, CSOs play a growing role in economic, social, and environmental issues and have an increasing influence on those governance issues.

The government has recognized CSOs' critical roles and established a CSOs digital directory showing that more than 50 civil society organizations exist in Djibouti.⁶ Despite the existent of many CSOs in various sectors, they have limited capacities to effectively contribute to addressing sticky issues such as corruption, Covid-19 related health emergency, and gender inequality. Thus, the project will invest resources in strengthening the capacities of CSOs, especially women- and youth-centric organizations, accounting for over 50% of the whole CSO population and empowering them to engage and participate in dialogues and discussions about public and civic accountability and citizen-cantered governance. UNDP plans on selecting active 40 to 50 CSOs as beneficiaries of the activity and provide them with capacity development opportunities. UNDP will choose CSOs in line with its criteria: their areas of work, active periods, financial situations, motivations, and visions. UNDP will select over 50% of CSOs from CSOs headed by women and/or dealing with women's affairs.

UNDP will organize three capacity development sessions for selected CSOs, and the CSOs will learn about i) *designation of CSOs' roles and responsibilities*, ii) *why women's voices matter for transparent and accountable governance*, iii) *specification of conditions for successful participation projects*, iv) *understanding policy cycles*, v) *crisis response (especially Covid-19 response) with a gender lens and corruption attributed by health emergency responses to the pandemic* and vi) *tools for communication with*

⁶ <https://famille.gouv.dj/asso/public/asso/home>

citizens and relevant stakeholders. Through the course, the instructor in civic engagement will touch upon anti-corruption to raise participants' awareness and facilitate them to find solutions on how to reduce corruption cases.

As another component in Activity 12.1, the selected CSOs will participate in dialogues with members of the four anti-corruption bodies to exchange their opinions to combat corruption. Their discussion points are summarized as a report and reflected in the action plan developed in Output 11.

Activity 12.2: Integrate voices of female workers in the health sector and women at caregiving ages in the process of MCRM

Women are disproportionately subject to corruption due to their primary role as caregivers and organizers of households in Djibouti. UNDP's assessment results show that women between the ages of 30 to 59 are much more likely to report having been asked for a bribe. Those ages represent the peak time in which women engage with healthcare systems and structures, education, public utilities, and other services required to manage a family. In particular, women residing in rural areas tend to be influenced by corruption in the health sector due to the long distance to quality health services mainly situated in the capital. This issue became distinct during the Covid-19 pandemic, which hit caregiving women hard.

Despite the high corruption risks, little information on transparency and accountability in the health sector is available. Therefore, UNDP will assist the four anti-corruption bodies to consult with female healthcare workers working at hospitals in five regions and the capital, and local women aged from 30 to 59 to analyse the situation and identify corruption risks in the health sector. UNDP will conduct this consultation process in partnership with the four anti-corruption bodies and the Ministry of Women and Family Planning. UNDP will support the four anti-corruption bodies and health authorities who are supposed to implement MCRM in integrating gender perspectives in a Corruption Response Plan as part of MCMR. UNDP will consult with minimum of 40 female workers in the health sector and 50 women at caregiving ages (30 to 59). Consultations will be held three times a month, and the consultation process will last four months.

Activity 12.3: Increase access to information on accountability and transparency through enhanced media capacities and campaign

As mentioned in Activity 11.2, the media also plays a critical role in developing accountable governance systems and inclusive societies. Newspapers, TV and radio stations are influential advocates in delivering information to the citizen. During crises like the Covid-19 health pandemic, media is vital to accurate information about health and social services. Despite their integral role as information providers, nation-wide newspaper, such as La Nation, has few readers and lower revenues. Today, more people gather information through online platforms. Still, the national newspaper does not own a fully functional digital platform in which people keep up with the latest political and socio-economic activities. Djibouti's media industry surely needs to be reformed and upscaled to capture information regarding rapidly changing national and international societies.

To this end, UNDP will support the Ministry of Communications in digitizing and digitalizing standard media outlets by establishing new websites, digital archives, and streaming services. The project will target the various media enterprise, including newspaper companies, , digital news platforms, , and TV and radio stations, . These media companies will receive necessary resources, including equipment (i.e. computers, audio and filming device and other equipment) for digitization. Besides, the companies will acquire technical skills to rapidly update information and maintain the provided equipment through training sessions. During the training sessions, UNDP will also provide technical skills for journalists so that they gather, assess, create and present news and information. Additionally, UNDP will assist the media companies to complete their digital applications, create web magazines and blogs, upgrade their websites' graphic designs and functions in line with their action plan developed by the Ministry of Communications. UNDP will also support the media, especially the newspaper companies who suffer from a drastic decrease of subscribers in analysing market needs and trends that indicate viewers' interests.

While upscaling their digital capacities, UNDP, in partnership with UNODC and the four national anti-corruption bodies, will launch a media campaign on "public accountability". The media companies as mentioned above will broadly disseminate campaign information in Djibouti. The campaign will highlight "*Challenges and lessons learnt on health and economic impacts due to Covid-19 and prevention of economic collapse*".

Djibouti has mobilized funds to procure medical equipment to respond to the Covid-19 infected people and stop the spread and provide economic supports for small- and medium-size businesses in distress. Yet, such urgent responses tend to be a breeding ground of corruption. UNDP, with consultations with UNODC and the four anti-corruption bodies, will assist the media companies in creating campaign materials, including videos, flyers, and posters that specially deliver messages about "public health," "business development," "emergency economic responses" and "gender."

To disseminate the campaign information to as many people as possible, UNDP, in collaboration with the media companies, will broadly target audiences by age, location, gender and occupation. The newspaper, TV, and radio stations will launch the campaign simultaneously and share the information during a specific period to a mass audience. Furthermore, UNDP will disseminate the campaign information through social media, in particular, Facebook, which is the most common social media platform in Djibouti. UNDP will disseminate the campaign information with the target audience by using different approaches and paid advertisement through Facebook. UNDP will analyse targets' preferences through digital marketing and employ diverse communication technologies to effectively reach out to the audience.

Working with the CSOs engaged in output 12.1, UNDP will also analyse access to information by illiterate women to ensure access by either better-targeted radio programmes or news information services via text message. CSOs will be encouraged to evolve innovative solutions to deal with the digital divide.

Expected Results of Project 6: Enhancing Economic Resilience of vulnerable SMEs in Djibouti (Government of Djibouti)

Output 13: Assessment Study on Islamic Microfinance in Djibouti conducted

UNDP's Istanbul International Center for Private Sector in Development (UNDP IICPSD) offers to conduct a preliminary assessment study of the microfinance ecosystem in Djibouti to foster an ecosystem in which all segments of the population can participate and religious considerations are not a barrier to participation.

Activities under Output 13 are as follows:

1. Identify the relevant stakeholders from public and private sector and their relevant strategies, including both conventional and Islamic Finance institutions;
2. Identify policy recommendations and advocate for incentive models, guarantees, special tax schemes to grow the Islamic finance sector;
3. Analyze the potential investors/donors and target groups for microfinance;
4. Detect specific Islamic microfinance lending products through demand supply analysis consultation with banks, institutes and potential borrowers;
5. Identify opportunities and challenges for the development of the sector;
6. Detect bottlenecks and growth constraints in existing programs of microenterprise development – with respect to livelihood and growth enterprises and suggest policy interventions to tackle them;
7. Evaluate the legal and regulatory environment for Islamic Microfinance;
8. Analyse the feasibility of developing a fintech model for microfinance and other catalytic approaches to transform the microfinance sector for affected populations;

Output 14: Technical Assistance and Policy Development Support for microfinance in Djibouti, through an analysis of best practices in the global Islamic microfinance sector provided .

Activities under Output 14 are as follows:

1. Develop a Strategy for microfinance in Djibouti through an analysis of best practices in the global Islamic microfinance sector.
2. Conduct a workshop on the Islamic banking ecosystem in close collaboration between IICPSD, in partnership with Participation Banks Association of Turkey (TKBB) to enable the exchange of knowledge and expertise for the development of the sector in Djibouti.
3. Provide technical assistance to the identified Islamic finance providers/banking institutions and conduct training on the contract modalities and other legal instruments for sharia-compliant products
4. Provide technical assistance to CLE specifically on negotiation phases with banking institutions, drafting fund management agreements between CLE and participating institutions and loan monitoring methodology
5. Provide support and assistance to the potential clients/beneficiaries of financial inclusion through Rising Djibouti

Resources Required to Achieve the Expected Results

The project leverages both existing staffing and resources at UNDP Djibouti, supported by global and regional expertise from the UNDP headquarters in New York and the Regional Hub in Amman. A detailed budget breakdown is deployed in the Multi Year Work Plan in the Section VII.

Partnerships

This project is implemented with the Government of Djibouti and a local NGO. The MEF, specifically, plays an important role of empowering and supporting MSMEs and relevant economic actors involved in the project. UNDP also partners with the Chamber of Commerce to increase their employability, job acquisition and advancement through the training courses. In addition, the MASS seeks to support as many youth, entrepreneurs and CSOs as possible in both urban and rural areas by collaboratively conducting needs assessment surveys and mapping together with UNDP. All the counterparts share suggestions and advice with UNDP in terms of local contexts, security conditions and other important information so that the project will be smoothly carried out.

Risks and Assumptions

Besides more traditional risk relating to the capacity and engagement of partnership organizations, key risks for this project include critical changes in the external environment (i.e. government and civil society). The rest of the risks and assumptions are as follows (Probability: P1-P5 where P5 is the highest; Impact: I1-I5 where I5 is the highest).

Risk Type	Potential Risks	Probability	Impact	Risk Mitigation Measures
Environmental	Scarcity of water for agro-pastoral enterprises in coastal and rural areas	P4	I4	November – January is a rainy season in Djibouti. Water collection systems will be put in place to harvest rainwater as a more sustainable risk mitigation measure. In addition, the project intends to introduce best practices from Ethiopia and Gulf countries thus

				complementing this activity through improvement in collection and storage of water with increased efficiency in the use, through irrigation technology
Operational	Inadequate supply of required farming tools, seeds, machinery and supplies	P 2	I 4	Assess the type, quantity and time when different farming tools, seeds, machinery and supplies would be needed at the onset of the project implementation so that the procurement of required items can be initiated early on rather than at the exact time when these items would be needed
Pandemic	Occurrence of Second Wave of COVID-19 pandemic	P 2	I 4	UNDP conducts regular webinars and dialogue series with various youth networks as part of the Generation Unlimited initiative. In case Djibouti will witness second wave of COVID-19 pandemic, such successfully running user friendly digital platforms will be operated to give continuity to the work, mostly related to the policy reform and capacity building.
Organizational	Lack of interest of key private sector actors such as whole-sellers and distributors	P 3	I 4	Work closely with Ministry of Finance and Economy and Chamber of Commerce to devise incentives to unlock domestic financing from the local private sector actors.

Stakeholder Engagement

The project relies on close consultations with relevant ministries (MEF, MASS, MoC and Chamber of Commerce). Based on the previous assessments and rapid analyses conducted and/or to be conducted by UNDP, the target beneficiaries will be identified and selected from civil society and residents in Djibouti. During the project period, UNDP continues liaising and engaging with relevant government, civil society partners and beneficiaries in order to monitor and evaluate impacts of the project.

South-South and Triangular Cooperation (SSC/TrC)

The project intends to draw on international and regional best practices. UNDP adopts good practices on livelihood, youth employment, and civic engagement programmes/projects in Arab States and African countries. Therefore, UNDP proactively liaises with relevant colleagues from different UNDP offices and UN entities to learn from their experiences and scale up their lessons learned.

Knowledge

Building upon the experience and lessons learned, the project will further develop knowledge products, including newsletter, research, and social success stories. During the project implementation period, the resource products on youth employment and are envisaged to be shared and fully utilized by relevant actors, such as civil society, government institutions, and international communities.

Sustainability and Scaling Up

The project aims at building national capacities and closely collaborate with the Government of Djibouti, specially the MEF and MASS. Through skills development and information platform installation for the ministries, learned skills and provided equipment are maintained and led by them for the sustainable governance after the project ends.

UNDP also coordinates with other relevant stakeholders in the area of youth employment, resilience and livelihoods, for the implementation of the project, and develop capacities of relevant actors by providing various training opportunities to them. In doing so, UNDP develops further existing capacities particularly at community and government levels and ensures sustainability of the project outcome. Scaling up of the project, particularly at different geographical locations and government levels, is also the focus of the result of the project.

IV. PORTFOLIO MANAGEMENT

Cost Efficiency and Effectiveness

Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnership with different initiatives/projects, UNDP ensures its efforts to achieve cost-efficiency and effectiveness of spending.

Portfolio Management

The portfolio will be implemented through a direct implementation modality (DIM), namely the requested funding will therefore be fully managed by UNDP Djibouti. The Deputy Resident Representative will serve as focal point and will also be responsible for assuring qualitative management and results of the project with technical support from the portfolio team leaders. The activities under the portfolio that are aligned with the ongoing or pipeline projects will be well coordinated to avoid duplication and overlap. A common resource and results framework for these complementing projects will be developed to optimize the funding available and enhance the cumulative result of these interventions.

A dedicated team will be formed led by a Chief Technical Advisor (CTA) and Portfolio Manager of Inclusive Livelihood and Resilience Portfolio (International Staff at P4 level) to oversee the technical and management aspects of the project. The Portfolio team will be composed of a Project Coordinator, Monitoring and Evaluation Officer (International UNV), Civil Engineer, 5 Regional Coordinators (National UNVs), Decentralization Specialist (International UNV) and Portfolio Assistant. Portfolio will be managed on day-to-day basis by the CTA and the strategic guidance and the programmatic decisions will be taken by the **Project Board**.

V. MULTI-PROJECT PORTFOLIO RESULTS FRAMEWORK⁷

Intended Outcome as stated in the UNDAF/country programme: UNDAF Outcome 1: The most vulnerable populations have fair access to employment opportunities								
Outcome indicators as stated in the UNDAF/country programmes, including baseline and targets: Output 1.1. Number of livelihoods/decent jobs created and strengthened [IRRF 1.1.1] Baseline 700, Target Improved livelihood for 3,000 people, including at least 2,000 women, 2,000 in rural communities, 2,000 youth (age 15-35) and 500 floating persons (nomad, migrants or refugees) Output 3.1: National capacities for inclusive and evidence-based governance and development planning, programming and aid coordination are strengthened for sustainable development, National capacity to use updated and disaggregated data to monitor and report progress on national development goals aligned with 2030 Agenda [IRRF 7.2.2] Baseline: N/A, Target: Partial								
Applicable Output(s) from the UNDP Strategic Plan: Signature solution 1: Keeping people out of poverty, Signature solution 2: Strengthen effective, inclusive and accountable governance and Signature solution 3: Enhance national prevention and recovery capacities for resilient societies.								
Strategic Plan Output 1.1 National and subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods intensive								
Strategic Plan Output 1.3.1: National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis								
Strategic Plan Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains								
Strategic Plan Output 3.4.1: Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery								
Portfolio Title and Atlas Portfolio Number: Rising Djibouti, PPFLIO-000074								
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1: Existing and new MSMEs in the green and blue sector supported through evidence-based technical, financial and in-kind support packages	Indicator 1.1: Number of firms receiving USG-funded technical assistance for improving business performance	Project Report Monitoring Report	0	2020	50	50	100	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report)

⁷ Multiple portfolios/IPs can contribute to the same output and can share the same indicators. UNDP publishes its portfolio information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the portfolio.

⁸ It is recommended that portfolios use output indicators from the Strategic Plan IRRF, as relevant, in addition to portfolio-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

		Indicator 1.2: Number of individuals reached by social service programs aimed at meeting the needs of marginalized and vulnerable populations supported with USG assistance	Project Report Monitoring Report	0	2020	2,000	1,000	3,000	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
	Output 2: Business Development Approaches of the MSMEs strengthened and supported by fostering innovation and structural transformation	Indicator 2.1: Number of private sector enterprises with increased access to finance due to USG assistance	Project Report Monitoring Report	0	2020	50	50	100	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		Indicator 2.2 Number of individuals reached by livelihood and enterprise support oriented social service programs aimed at meeting the needs of marginalized and vulnerable populations supported with USG assistance	Project Report Monitoring Report	0	2020	1,000	1,000	2,000	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
	Output 3: Business Acceleration, Resilience and Sustainability Support Provided to the MSMEs and CSOs for Scale-up and Replication	Indicator 3.1: Number of improved and innovative access to market options to enhance the socio-economic recovery of private sector enterprises	Project Report Monitoring Report	0	2020	3	2	5	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		Indicator 3.2. Number of CSOs and association networks strengthened for peer-support mechanisms	Project Report Monitoring Report	0	2020	20	10	30	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
	Output 4: Strengthened mechanisms to support transformative governance for socio-economic recovery	Indicator 4.1 Number of Comprehensive Policy Gap Analysis Undertaken	Project Report Monitoring Report	0	2020	1	0	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		Indicator 4.2 Number of Women and youth centric "Accelerator Hub" established contributing to formulation of strong social capital	Project Report Monitoring Report	0	2020	1	0	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		Indicator 4.3 Number of Directions and Guidelines Formulated by the government to reduce carbon footprint by promoting locally produced and processed products	Project Report Monitoring Report Policy Instruments	0	2020	0	1	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report

Output 5: Enhanced climate resilient agro-pastoral and fisheries-based MSMEs development for improved food self-reliance	<p>Indicator 5.1 Number of Repository of Bankable Technical and in-kind Support Packages developed to unlock domestic private and public investments</p> <p>Indicator 5.2 Number of Enterprise Development Support Centers established at regional level</p> <p>Indicator 5.3 Number of nurseries of climate resilient varieties of vegetables and improved variety of fodder established</p> <p>Indicator 5.4 Number of women and youth centric value chain based green and blue economy MSMEs/ cooperatives established and operationalized</p> <p>Indicator 5.5 Number of regional level Peer Support System established to facilitate, manage and monitor market access for locally produced, grown, and manufactured products</p> <p>Indicator 5.6 Number of Multi-Sector Digital Platform established to manage and monitor MSME development</p>	0	2020	0	1	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	1	1	2	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	1	0	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	50	30	80	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	3	2	5	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	0	1	1	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
Output 6: Technical and in-kind support provided to vulnerable households	<p>Indicator 6.1 Number of households in all five regions provided with technical and other in-kind support</p>	0	2020	300	200	500	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	6	4	10	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	6	4	10	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
Output 7: Services for the creation of women owned and/or women centric MSMEs, mothers group associations, and community-based centres are provided	<p>Indicator 7.1 Number of women owned and women centric MSMEs established contributing to green and blue economy in coastal and rural areas</p> <p>Indicator 7.2 Number of women user groups and mother groups built to manage a community-based agriculture resource center</p> <p>Indicator 7.3 Number of local and regional collection, distribution and sales centers established for locally produced, grown, processed or manufactured products</p>	0	2020	1	1	2	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
		0	2020	1	1	2	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report

	Indicator 7.4: Number of women- and youth-led service-oriented businesses to link production and processing-based enterprise to the consumers	Project Report	0	2020	1	1	2	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
	Indicator 7.5: Number of community-private sector partnerships built with key private sector actors to widen market for the products of the MSMEs	Project Report	0	2020	1	1	2	Spot Checks, Monitoring Report, Progress Reports (Quarterly, Annual and Evaluation Report
	Indicator 8.1: An assessment conducted, and current status identified	Project Report	0	2020	1	1	2	Assessment results Consultant's reports
Output 8: An SDG Financing Strategy and its core institutional components are developed and implemented	Indicator 8.2: A roadmap developed and suggested to the national counterparts	Project Report	0	2020	0	1	1	Completed roadmap Consultant's reports NTFs
	Indicator 8.3: A multi-stakeholder national dialogue platform established	Project Report	0	2020	0	1	1	Agreement Reports of events of platform
Output 9: Planning and finance policy functions, processes and systems are integrated	Indicator 9.1: National DRM agenda and its key pillars are aligned in relevant financing schemes	Project Report	0	2020	0	1	1	Aligned agenda and key pillars
	Indicator 9.2: Effective budgeting and its execution systems established and utilized	Project Report	0	2020	0	1	1	Newly developed systems
	Indicator 10.1: Legal and policy framework leading to attract sustainable, inclusive private investment (i.e. streamlining procedures and public services for investors) revised and SDG Investment Mapping conducted	Project Report	0	2020	0	1	1	Completed framework
Output 10: Private - domestic and international - resources are mobilized to respond to the NDP	Indicator 10.2: Capacities of relevant partners developed through trainings on new financing instruments	Project Report	0	2020	0	2	2	Workshops Attendance lists
	Indicator 10.5: New Financing Instruments responding to key SDG oriented goals developed	Project Report	0	2020	0	1	1	Instruments implementation
	Indicator 10.6: Communication mechanism and incentives established between investors and government for promotion of strategic investments	Project Report	0	2020	0	1	1	Established communication systems; Consultant's reports; NTFs of meetings
Output 11: Capacities to prevent and combat corruption strengthened in the public sector	Indicator 11.1: Number of anti-corruption bodies supported	Project Report	0	2020	2	2	4	Consultant's report

	Indicator 11.2: Number of trainings to enable development of a corruption risk management plan in health as a pilot sector												
Output 12: Civic engagement with a focus on women and youth promoted for enhanced governance systems and public accountability	Indicator 12.1: Number of women and youth centric civil society organizations supported by strengthening capacities for transparent and accountable governance	0	2020	5	5	2	10	3				Proceedings of the trainings, consultant's report	
	Indicator 12.2: Number of media campaigns and capacity building events for media to increase access to information on accountability and transparency	0	2020	2	2	4						Media reports, campaign updates	
	Indicator 13.1: Number of Assessment Study on Islamic Microfinance in Djibouti conducted	0	2020	1	0	1						Assessment Report	
Output 13: Assessment Study on Islamic Microfinance in Djibouti conducted	Indicator 13.2: Number of Strategy for microfinance in Djibouti developed	0	2020	0	1	1						Strategy for Microfinance	
	Indicator 14.1: Number of products designed either through modifying an existing under-performing Islamic microfinance program in the country or a new program	0	2020	1	1	2						Islamic microfinance products developed	
	Indicator 14.2: Number of financing institutions and institutions dedicated for MSME development trained on various aspects of microfinancing	0	2020	2	2	4						Consultants' report	
	Indicator 14.3: Number of beneficiaries benefitted by the Islamic microfinancing options	0	2020	5	5	10						Microfinancing agreements	
Output 14: Technical Assistance and Policy Development Support for microfinance in Djibouti, through an analysis of best practices in the global Islamic microfinance sector provided .													

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the portfolio will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to portfolio context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the portfolio in achieving the agreed outputs.	The frequency required for each indicator.	Slower than expected progress will be addressed by portfolio management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk register. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by portfolio management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other portfolios and partners and integrated back into the portfolio.	At least annually	Relevant lessons are captured by the portfolio team and used to inform management decisions.		
Annual Portfolio/Portfolio Quality Assurance	The quality of the portfolio will be assessed against UNDP's quality standards to identify portfolio strengths and weaknesses and to inform management decision making to improve the portfolio.	Annually	Areas of strength and weakness will be reviewed by portfolio management and used to inform decisions to improve portfolio performance.	Project Board members	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the portfolio board and used to make course corrections.		
Portfolio Report	A progress report will be presented to the Portfolio Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-	Annually, and at the end of the portfolio (final		Project Board members	

	defined annual targets at the output level, the annual portfolio quality rating summary, an updated risk register with mitigation measures, and any evaluation or review reports prepared over the period.	report)		
Portfolio Review (Portfolio Board)	The portfolio's governance mechanism (i.e., portfolio board) will hold regular portfolio reviews to assess the performance of the portfolio and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the portfolio and its constituent portfolios. In the portfolio's final year, the Portfolio Board shall hold an end-of portfolio review to capture lessons learned and discuss opportunities for scaling up and to socialize portfolio results and lessons learned with relevant audiences.	Annual	Any quality concerns or slower than expected progress should be discussed by the portfolio board and management actions agreed to address the issues identified.	

Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Spot Checks	MEFI, USAID, FAO,			November 15, 2021		UNDP USAID Danish Fund Joint SDG Fund

⁹ Optional, if needed

VII. MULTI-YEAR WORK PLAN BY PORTFOLIO^{10, 11}

A separate, subsidiary multi-year work plan must be prepared for each portfolio with an Implementing Partner. Only the contribution by one portfolio/IP should be present in any one subsidiary work plan. Joint results are included in the joint Results Framework. All workplans together will yield the joint results framework. The respective work plans may be annexed to the portfolio document. All anticipated programmatic and operational costs to support the portfolio, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the portfolio budget under the relevant output(s).

1. USAID: Support Djibouti's Response to COVID-19 induced Livelihood and Jobs losses (Detailed workplan in the Annex 3)
Period: Jan 4, 2021 to Jul 3, 2022

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME						RESPONSIBLE PARTY	Source of Funds	Budget Description	PLANNED BUDGET			
		2021			2022						Amount (USD)			
		Q1	Q2	Q3	Q4	Q1	Q2				Year 1	Year 2	Total	
Output 1: Existing and new MSMEs in the green and blue sector supported through evidence-based technical, financial and in-kind support packages	Activity 1.1. Conduct Market Intelligence and Assessment of Potential Social Enterprises							UNDP	USAID	Technical Assistance Coordination Meetings	10,000			10,000
	Activity 1.2 Undertake Value Chain Analysis							UNDP	USAID	Technical Assistance Coordination Meetings	11,000			11,000
	Activity 1.3 Map existing agri-based and fishery-based enterprises and Productive CSOs							UNDP	USAID	Technical Assistance Coordination Meetings	5,000			5,000
	Activity 1.4 Develop a Rapid Business Development Plan							UNDP	USAID	Technical Assistance Coordination Meetings	10,000			10,000
	Activity 1.5 Organize a Business Challenge Camp							UNDP	USAID	Technical Assistance Coordination Meetings/ Workshop	20,000			20,000
Indicator 1.1: Number of firms receiving USG-funded technical assistance for improving business performance														
Baseline: 0														

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the portfolios are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a portfolio budget affecting the scope (outputs), completion date, or total estimated portfolio costs require a formal budget revision that must be signed by the portfolio board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE	PLANNED BUDGET				
Indicator 2.2 Number of individuals reached by livelihood and enterprise support oriented social service programs aimed at meeting the needs of marginalized and vulnerable populations supported with USG assistance Baseline: 0 Target: 2,000 Gender Marker: GENZ	Activity 2.6 Comprehensive assessments for readiness of agri-business, livestock and other social enterprises (land, soil, water and temperature)				UNDP	USAID	Technical Assistance Research	50,000	50,000	
	Activity 2.7 Improved Water Resource and Supply Support to the agri-businesses				UNDP	USAID	Technical Assistance Procurement	150,000	150,000	
	Activity 2.8 Establish Community Shared Resource Centers				UNDP	USAID	Technical Assistance Procurement	120,000	120,000	
	Activity 2.9 Participation of the Regional level MSME and CSO in the capacity building interventions in the center				UNDP	USAID	Travel	27,625	27,625	
	Activity 2.10 Communication and Outreach				UNDP	USAID	Coordination Meetings/ Workshop	25,000	25,000	
	Activity 2.11 Community Mobilization and CSO Engagement				UNDP	USAID	Coordination Meetings/ Workshop	14,400	14,400	
	Activity 2.12 Contractual Services				UNDP	USAID	Contractual Services Staff costs	51,336	51,336	
	Output 2 Sub total								633,661	
	Output 3: Business Acceleration, Resilience and Sustainability Support Provided to the MSMEs and CSOs for Scale-up and Replication Indicator 3.1: Number of improved and innovative access to market options to enhance the socio-economic recovery of private sector enterprises	Activity 3.1 Develop a digital application to be launched on the existing digital platforms to serve as the one-stop-support system for MSMEs				UNDP	USAID	Technical Assistance	10,000	10,000
		Activity 3.2 Develop a digital application to be launched on the existing digital platforms hosted by existing platforms for dial-in expert support system for agri and fishery-based services				UNDP	USAID	Technical Assistance Coordination Meetings	15,000	15,000
Activity 3.3 Set up nurseries at the regional level which could propagate and supply improved varieties of seeds and seedlings					UNDP	USAID	Technical Assistance Coordination Meetings	100,000	50,000	
									150,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE	PLANNED BUDGET				
Baseline: 0 Target: 5 Indicator 3.2. Number of CSOs and association networks strengthened for peer-support mechanisms Baseline: 0 Target: 30	Activity 3.4 Set-up Performance based grant for smallholder farmers, fishermen, existing and new MSMEs, and CSOs			UNDP	USAID	Technical Assistance Coordination Meetings	435,000	200,000	635,000
	Activity 3.5 Promote access to market and market linkages			UNDP	USAID	Technical Assistance Coordination Meetings/ Workshop	30,000	30,000	60,000
	Activity 3.6 Branding local and low carbon footprint products			UNDP	USAID	Travel	50,000		50,000
	Activity 3.7 Community Mobilization and CSO Engagement			UNDP	USAID	Coordination Meetings/ Workshop	36,000	-	36,000
	Activity 3.8 Contractual Services			UNDP	USAID	Printing and Publications Coordination Meetings/ Workshop	231,014	77,005	308,018
Output 3 Sub total									
Total Programme Budget									
Project Management Costs	Project management and implementation			UNDP	USAID		225,000	225,000	450,000
	General Management Support (8%)								183,333
	Coordination levy (1% of the total cost)								25,000
Sub-Total for Project Management Cost									
Total Programme Budget							1,841,667		
Total Project Management Budget (staff and admin)							658,333		
Total Budget							2,500,000		

2. UNDP Core Funded: Transformative Governance for Inclusive and Climate Resilient Socio-Economic Recovery from COVID-19
 Period: Nov 18, 2020 to May 17, 2022

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET			
		2020				2021					Source of Funds	Budget Description	Amount (USD)	
		Q4	Q1	Q2	Q3	Q4	Q1	Q2						
Output 1. Strengthened mechanisms to support transformative governance for socio-economic recovery	Activity 1.1: Develop well-being ranking criteria and scorecard to identify the most vulnerable households									UNDP and MoFE	RFF	Technical Assistance Coordination Meetings	15,000	
	Activity 1.2: Develop SDG Target Score for SDGs 5, 8,10 and16 relevant to Djibouti									UNDP and MoFE	RFF	Technical Assistance Coordination Meetings	15,000	
	Activity 1.3: Undertake policy gap analysis to identify priority policies and provide technical assistance for policy reform to create enabling environment for inclusive local enterprise development and incentives for low risk foreign investments in blue and green economy										UNDP and MoFE	RFF	Technical Assistance Coordination Meetings	25,000
	Activity 1.4: Review existing socio-economic assessments and the capacity needs assessments undertaken to identify and implement catalytic capacity development activities for the government and private sector										UNDP	RFF	Technical Assistance Coordination Meetings	15,000
	Activity 1.5: Support Ministry of Finance, Economy and Ministry of Women and Family and Center for Leadership and Entrepreneurship (CLE) in developing women and youth centric "Accelerator Hub" to increase financial inclusion of women in the blue and green economy based socio-economic recovery pathways										UNDP, MoFE, MoWF	RFF	Technical Assistance Coordination Meetings/ Workshop	50,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
	<i>Activity 1.6: Provide technical support to the government and Chamber of Commerce in formulating directions and guidelines for promotion of locally produced and processed products by developing value-chain based women and youth led MSMEs</i>						RFF	Technical Assistance Coordination Meetings/ Workshop Guidelines formulation and translation into local languages	20,000 (for guidelines formulation whereas the value-chain based women and youth led MSMEs will be developed in Activity 2.5)
Total for Output 1 140,000									
Output 2. Climate Resilient agro-pastoral and fisher-based production and service oriented micro and small-scale enterprise development for improved food self-reliance	<i>Activity 2.1 Map existing green and blue economy based MSMEs (based on national registry, CLE database, Chamber of Commerce registry, CSOs, GEF-SGP database and results of multiple COVID-19 related socio-economic assessments undertaken) and design technical and in-kind support packages</i>						RFF	Technical Assistance Coordination Meetings/ Workshop	25,000
	<i>Activity 2.2 Design rainwater harvesting options based on the existing soil profile map and water availability map, design to support agro-pastoral businesses and construct two pilot systems</i>						UNDP / Ministry of Agriculture (MoA)	RFF	Technical Assistance Financial Assistance to construct demonstration water harvest systems

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
	Activity 2.3: Boot camps for the selected household heads, with a focus on female headed households, on different aspects of entrepreneurship, greening businesses, and business ideas for agro-pastoral and fishery based MSMEs at central level (2) as well as regional level (4)						UNDP/MoWF/MoA	RFF Co-financing from MPTF (if approved), EU and USAID	Technical Assistance Coordination Meetings/ Training Costs	70,000 Co-financing = 20,000
	Activity 2.4 Establish a community based "Enterprise Development Support Center" in a region which is identified as the most appropriate based on Activity 1.1 and train the women and youth of the community enabling them to provide technical service and facilitate access to microfinancing for the value-chain based women and youth led MSMEs						UNDP/MoWF	RFF	Technical Assistance Training	50,000
	Activity 2.5 Provide micro-financing and micro-capital grants to to develop value-chain based women and youth led MSMEs						UNDP/MoWF	RFF Co-financing from USAID and EU	Technical Assistance Training Micro financing grants (total USD 640,000)	600,000 Co-financing = 300,000 (for MSMEs)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
	<i>List all activities including M&E to be undertaken</i>								
	<p>Activity 2.6: Set up a nursery of climate resilient varieties of vegetables and improved version of fodder in collaboration with local administration and Ministry of Agriculture to facilitate easy and affordable access for the interested MSMEs and pilot urban agriculture</p>					<p>UNDP/MoA</p>	<p>RFF</p> <p>Co-financing from MPTF (if approved) and GEF-SGP</p>	<p>Technical Assistance</p> <p>Building fully equipped Nursery</p> <p>Procuring seeds and seedlings</p>	<p>150,000</p> <p>Co-financing = 50,000 (for nursery)</p>
	<p>Activity 2.7: Reorganize existing women user groups and mother groups to establish "Peer Support System" to facilitate, manage and monitor access to drought-tolerant fodder crops, water-efficient irrigation technology, improved manure and organic fertilizers production utilities, improved goats sheds that increase the overall productivity and quality of dairy, meat, and other related products</p>					<p>UNDP/MoWF</p>	<p>RFF</p> <p>MPTF (if approved)</p>	<p>Technical Assistance</p> <p>Coordination meetings / workshops</p> <p>Trainings</p>	<p>30,000</p> <p>Co-financing = 15,000</p>
	<p>Activity 2.8: Mobilize young entrepreneurs and youth networks to facilitate market for the locally produced agricultural products, fishes, handicrafts, PPE kits, hand soaps and sanitizer gel/liquid;</p>					<p>UNDP/CLE</p>	<p>RFF</p> <p>MPTF (if approved), EU and USAID</p>	<p>Communications</p> <p>Technical Assistance</p> <p>Trainings</p>	<p>50,000</p>
	<p>Activity 2.9: Partner with key private sector engaged in distribution and sales of locally produced and processed products</p>					<p>UNDP/MoFE/Chamber of Commerce</p>	<p>RFF</p> <p>MPTF (if approved), USAID</p>	<p>Communications</p> <p>Technical Assistance</p> <p>Coordination meetings</p>	<p>15,000</p>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET	
	<p><i>List all activities including M&E to be undertaken</i></p> <p><i>Activity 2.10 Establish a mechanism to assess utilization of microfinancing, complementing the digital monitoring system to track the entire value-chain performance to be jointly operated by Ministry of Finance and Economy and Ministry of Women and Family</i></p>		UNDP/MoFE/MoWF	RFF Co-financing from Islamic Development Fund and USAID	40,000 Co-financing 30,000 (for technical inputs)
	<p><i>Activity 2.11 Carry out advocacy and outreach events; and produce communication and knowledge products</i></p>			RFF Technical Assistance Outreach events Printing and Publication and Audio Visual Products	48,330
				Total Output 2	1,153,330
				<i>Total for Output 1 and Output 2</i>	1,333,330
				5%	66,666.5
					100,003
					1,500,000
<i>Direct Project Cost</i>					
<i>Project Management Cost (including Staff Costs, advocacy, communication, knowledge products)</i>					
<i>Total Project Budget funded by RFF (Output 1, Output 2, DPC, PMC)</i>					

3. Multi-Partner Trust Fund: Climate Resilient Women Centric Economic Empowerment for Inclusive and Greener Post-COVID-19
 Period: Nov 3, 2020 to April 15, 2022

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
		2020				2021					Source of Funds	Budget Description	Amount (USD)
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3				
Output 1: Technical and in-kind support provided to identified beneficiaries Indicator 1.1.1: # of households in all five regions provided with technical and other in-kind support (tools, production input, small equipment, raw material, kits, among others) to contain the COVID-19 triggered vulnerability and accelerate the relaunch of rural economic activities Baseline: 0 Target: 500 Gender Marker: 3	Activity 1.1 Identify the 500 most vulnerable households as per the government of Djibouti's poor and vulnerable household									UNDP	MPTF	Staff Cost	1,000
	Activity 1.2 Design the technical and in-kind support package									UNDP	MPTF	Consultant	5,000
	Activity 1.3 Provide technical and in-kind support to the identified vulnerable households									UNDP	MPTF	National Consultant	8,000
Total for Output 1													14,000
Output 2: Services for the creation of women owned and/or women centric MSMEs, mothers group associations, and community based centers are provided	Activity 2.1.1 Call for application from the concerned, affected or interested households to establish MSMEs or to recuperate the COVID-19 affected MSMEs									UNDP	MPTF	Staff Cost	1,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
<p>Indicator 2.1.1: # of women user groups and mother groups built to manage a community-based agriculture resource center</p> <p>Baseline: 0 Target: 10</p>	<p>Activity 2.1.2 Establish a mechanism to assess, provide and monitor the utilization of the micro-credit or other forms of micro-financing to establish / recover the MSMEs, preferably low investment labour intensive MSMEs</p>						UNDP	MPTF	International Consultant	20,000
<p>Indicator 2.2.1: # of local and regional collection, distribution and sales centers established for locally produced, grown, processed or manufactured products</p> <p>Baseline: 0 Target: 2</p>	<p>Activity 2.1.3 Organize boot-camp for the interested and potential candidates to train on different aspects of entrepreneurship</p>					UNDP CLE	MPTF	Consultant Workshop	15,000	
<p>Indicator 2.2.3: # community-private sector partnerships built with key private sector actors to widen market for the products of the MSMEs</p> <p>Baseline: 0 Planned Target: 2</p>	<p>Activity 2.1.4 Identify existing or establish new women user groups and mother groups in the communities to facilitate the women-owned and women-operated MSMEs</p>					UNDP CLE	MPTF	Staff Cost Consultant Stakeholder Meetings	5,000	
<p>Indicator 2.2.3: # community-private sector partnerships built with key private sector actors to widen market for the products of the MSMEs</p> <p>Baseline: 0 Planned Target: 2</p>	<p>Activity 2.1.5 Prepare and provide business ideas in addition to financial and technical support to the interested women entrepreneurs</p>					UNDP CLE	MPTF	Consultant	10,000	
<p>Indicator 2.1.6 Support in creation of the local and regional facilities along the agriculture and fisheries value-chain</p> <p>Baseline: 0 Planned Target: 2</p>	<p>Activity 2.1.6 Support in creation of the local and regional facilities along the agriculture and fisheries value-chain</p>					UNDP CLE Regional Council	MPTF	Staff Cost	67,591.81	
<p>Gender Marker: 3</p>	<p>Activity 2.1.7 Liaise with the local and regional authorities to organize marketplace for local products</p>					UNDP Regional Council	MPTF	Staff Cost Stakeholder Meetings	5,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
	<p>Activity 2.1.8 Mobilize young entrepreneurs and youth networks to facilitate market for the locally produced agricultural products, fishes, handicrafts, PPE kits, hand soaps and sanitizer gel/liquid</p>					UNDP	MPTF	Youth Costs	UNVs	20,000
	<p>Activity 2.1.9: Liaise with key private sector actors in the main cities of the five regions to build informal-formal businesses partnerships</p>							Staff Cost	8,000	
Total Output 2										
<i>Total for Output 1 and Output 2</i>										
GMS (8%)										
Indirect Support Costs										
Coordination Levy										
TOTAL										
										192,319

4. Integrated Financing for SDGs Acceleration and Resilience in Djibouti, September 2020 to Mar 1, 2022

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>Last all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME												PLANNED BUDGET				
		2020				2021				2022				Source of Funds	Budget Description	Amount (USD)		
		Q4		Q1		Q2		Q3		Q4		Q1				Year 1	Year 2	Total
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3			Q4		
RESPONSIBLE PARTY																		
Output 1: SDG Financing and Strategy and its institutional components are developed and implemented	Activity 1.1: Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.	UNDP	JSF	90,000	0	0	0	0	0	0	0	0	0	0	90,000			
	Activity 1.2: Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF	UNDP	JSF	5,000											10,000	15,000		
	Activity 1.3: Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight. All of which to promote transparency and enhance accountability	UNICEF	JSF	30,000											30,000	30,000		
	Activity 1.4: Finance for results is effectively managed (aligning development outcomes with public finance, generating outcome-based incentives for private investment, more effectively targeting vulnerable or excluded populations (social protection schemes from blended finance instruments); strengthening parliamentary scrutiny over finance, enhancing data collection systems	UNDP	JSF	60,000											55,000	115,000		
Total Output 1 (UNDP Administered only)				155,000										65,000	220,000			

EXPECTED	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE	PLANNED BUDGET				
	Activity 2.1 The National DRM agenda and its key pillars, including its PFM, are all aligned to respond to the NDP (Green economy, Blue Economy and Circular Economy agenda)					UNDP	JSF	International Consultant	33,000	10,000	43,000
Output 2: Planning and finance policy functions, processes and systems are integrated	Activity 2.2: The national development plans are costed, and suggested financing solutions are proposed through the SDG financing strategy that serves as the NDP financing strategy.					WFP	JSF	Consultant Workshop	60,000	60,000	120,000
	Activity 2.3: The governance mechanisms that align policies and annual budgets to the national development plan are strengthened (this work implies building effective budgeting, budget execution systems)					UNDP	JSF	Consultant Workshop	42,5000	57498.5	100,000
	Activity 2.4: National strategies for mobilizing the public and private resources and aligning the national investment strategies and plans with the NDP are developed to directly realize its targets and objectives.					UNICEF	JSF	Staff Cost Consultant Stakeholder Meetings	7,000	25,000	32,000
	Total Output 2 (UNDP Administered only)								75,500	67,499	143,000
Output 3: Private - domestic and international - resources are mobilized to respond to the NDP	Activity 3.1: Legal and policy framework leading to attract sustainable, inclusive private investment (i.e., streamlining procedures and public services for investors) is improved.					UNDP	JSF	Staff Cost	25,000	25,000	50,000
	Activity 3.2: Technical and process-related capacities of key actors from public, but also from private side, are strengthened (skills to manage the new financing instruments)					UNDP	JSF	Staff Cost Stakeholder Meetings	0.00	50,000	50,000

EXPECTED	PLANNED ACTIVITIES	TIMEFRAME			RESPONSIBLE	PLANNED BUDGET			
	Activity 3.3: SDG Investment intelligence is generated - Identification of Sustainable and Social oriented Investment Opportunity areas from the NDP (society approaches should be considered here, tapping into resources from think-tanks and key national universities)				UNICEF	JSF	40,000	0	40,000
	Activity 3.4: Regular networking and match-making forums that lead to public and private collaboration under the targeted goals and metrics of the NDP are organized				UNDP	JSF	0.00	75,000	75,000
	Activity 3.5: Inter-institutional coordination mechanism to generate internal sectoral inter-ministerial coherence (including through current PPPs) is established				UNDP	JSF	20,000	15,000	35,000
	Activity 3.6: New financing instruments to respond to key SDG oriented goals (SDG, green, orange, blue bonds) are developed.				UNDP	JSF	30,000	35,000	65,000
	Activity 3.7: Improving communications between investors and the government and incentive mechanisms for the targeted promotion of strategic investments				UNDP	JSF	30,000	55,000	85,000
Total Output 3 (UNDP Administered only)							105,000	180,000	285,000
<i>Total for Output 1, Output 2 and Output 3</i>									648,000
TOTAL									648,000

5. Anti-corruption and Civic Engagement (ACE), Feb 2021 to January 2022

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
Output 1. Capacities to prevent and combat corruption strengthened in the public sector	1.1 Support the four anti-corruption bodies in dividing their responsibilities and improving the coordination mechanism for an efficient implementation of the national anti-corruption strategy	X	X	X	X		Consultants Workshops	100,000
	1.2 Enable the development of a corruption risk management plan in health as a pilot sector		X	X	X		Consultants Workshops	100,000
	1.3 Enhance the capacities of the four anti-corruption bodies and other stakeholders for the implementation of anti-corruption initiatives at the national and sectoral levels		X	X	X		Consultants Training IT support Travel	100,000
	Monitoring & evaluation		X	X	X			9,500
Output 1: subtotal								309,500

OUTPUT 2 - Civic engagement with a focus on women and youth promoted for enhanced governance systems and public accountability	2.1 Support women and youth centric civil society organizations in strengthening capacities for transparent and accountable governance	X	X	X			Consultants Training Workshops IT support	100,000
	2.2 Integrate voices of female workers in the health sector and women at caregiving ages in the process of MCRM	X	X	X			Workshops Travel	100,000
	2.3 Increase access to information on accountability and transparency through enhanced media capacities and campaign	X	X	X			Consultants Training IT support	150,000
	Monitoring & evaluation	X	X	X				9,500
Output 2: subtotal								
Direct Project Cost (DPC)	Recruitment coordinator							82,333
	Technical support (gender)							20,000
	Finance support							22,000
	Procurement							13,000

Project 6: Enhancing Economic Resilience of vulnerable SMEs in Djibouti, Mar 31, 2021 – Mar 30, 2022

EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD
Output 1: Assessment Study on Islamic Microfinance in Djibouti	Activity 1.1 Conduct a preliminary assessment study of the microfinance ecosystem in Djibouti to foster an ecosystem in which all segments of the population can participate and religious considerations are not a barrier to participation.					UNDP	GoDj	Consultants Workshops	60,000
	Activity 1.2 Develop Strategy for microfinance in Djibouti					UNDP	GoDj	Consultants Workshops	45,000
Total for Output 1									
Output 2 - Technical Assistance and Policy Development Support for microfinance in Djibouti, through an analysis of best practices in the global Islamic microfinance sector	Activity 2.1 a Conduct workshop on the Islamic banking ecosystem to enable the exchange of knowledge and expertise for the development of the sector in Djibouti							Consultants Training Workshops IT support	77,800

Activity 2.2 provide training to the national stakeholders in Djibouti focusing on topics of Islamic microfinance.									Workshops Consultants	50,000
Activity 2.3 Provide on-the-job training for the potential trainers from the staff of financial institutions and legislative stakeholders from Djibouti									Consultants Training IT support	30,000
Activity 2.4 Provide technical assistance to CLE									Consultants Training IT support	120,000
Output 2: subtotal										277,800
Total for Output 1 and Output 2										382,800
GMS 4.5%										17,200
TOTAL										400,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project Board composed of UNDP, Ministry of Finance and Economy (Implementing Partner), and Ministry of Agriculture (Technical Partner #1), Center for Leadership and Entrepreneurship - CLE (Technical Partner #2), Ministry of Women and Family (Strategic Partner #1), USAID (Donor), FAO (Partner UN Agency), Private Sector Representative (Strategic Partner #2), Youth Network Representative (Strategic Partner #3) and UN RCO Representative will meet twice a year. The Project Board will be chaired by the UNDP Resident Representative.

The Resident Representative will ensure that the UNDP programme and project management policies and procedures in the Programme and Project Management Section of the Programme and Operations Policies and Procedures are complied with, and the approved resources are used in line with the conditions and instructions outlined in the allocation letter, as well as in accordance with UNDP financial rules and regulations as set out in the Financial Resources Management Section of the Programme and Operations Policies and Procedures. The activities will be implemented in close coordination and collaboration with the Ministry of Economy, partner UN Agencies and the civil society organizations to embody whole-of-society approach.

To facilitate management monitoring and reporting of the project, the management arrangements are as follows:

Project Board/Steering Committee is convened by UNDP, with representation from the government counterpart and USAID in Djibouti. The Board/Steering Committee provides overall direction and strategic guidance, monitors progress, and approves work plans and agrees to management actions to address specific risks raised by the UNDP. The Board/Steering Committee also approves geographical coverage and beneficiary selection criteria, review and adopt the implementation modality. The board shall be convened on semi-annual basis or as required.

The **project assurance** functions rests with the project management team to follow up on management actions, keeping track of progress benchmarks, perform regular monitoring activities, ensuring funds are made available to the project towards the intended outputs and resources entrusted to UNDP are utilized appropriately.

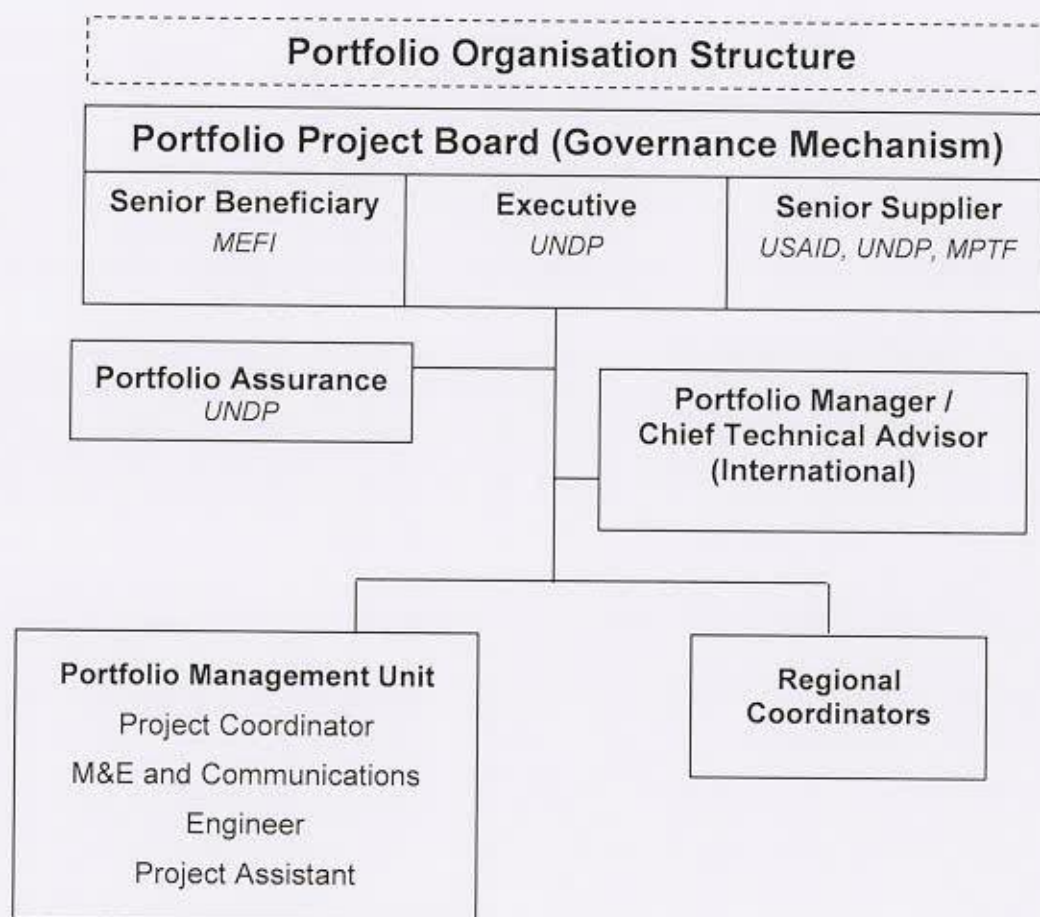
In close collaboration with **Results Based Management Team** of UNDP Djibouti, monitoring and evaluation of project activities and results is undertaken regularly by the project team.

Project risks and how they will be managed

Despite the care taken in the preparation of the present project document it is not free from risks, both operational and environmental, but it can also benefit from emerging opportunities. The environment in which the project is evolving is characterized by a high level of unpredictability and fluidity; it is highly likely that opportunities may open that were not foreseen at the formulation phase or, alternatively, unforeseen threats may materialize that hamper the realization of the envisioned results. The adaptive and flexible approach will allow us to switch tasks if it helps project delivery.

The project will mitigate the risks associated with the present state of affairs and make use of the opportunities that may arise in future through the following means:

- A solid M&E system (see below) including regular updating of the Risk Log. This will not only allow periodic review of risks and results achieved, but also to identify evolving and changing circumstances impacting on the project.
- Gender Parity Index is introduced in the frame of norms and standards in governance
- Establishment of sound networks at the different levels of implementation and oversight to ensure appropriate flows of information and review of relevance and 'best fit' of the project with on the ground realities.



Portfolio Manager

This role is appointed by the Portfolio Project Board to coordinate, on behalf of the Portfolio Project Board, the day-to-day collaborative efforts at the overall portfolio level. The portfolio manager plays a key role in implementing and coordinating the delivery of the programme and:

- Overseeing portfolio teams who are part of the portfolio
- Will liaison with the Implementing Partners of the various portfolios in the portfolio
- Facilitating communication and coordination among portfolios that are part of the portfolio and beyond
- Compiling joint reports, with specific inputs from each portfolio
- Preparing for and convening portfolio project board meetings
- Facilitating joint activities, as needed, and
- Coordinating and commissioning evaluations.

The Portfolio Manager is supported by a UNDP office that may be identified during the formulating of the portfolio, taking into account its comparative advantages. Such an office is called a **portfolio**

office of the portfolio. The cost for services provided by a coordinating office should be covered by the portfolio budget.

IX. LEGAL CONTEXT

Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This portfolio document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This portfolio will be implemented by [name of entity] ("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.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [portfolio funds]¹² [UNDP funds received pursuant to the Portfolio Document]¹³ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Portfolio Document.
3. 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>).
4. UNDP as the Implementing Partner will: (a) conduct portfolio 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 portfolio 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 portfolio stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Portfolio Document shall cooperate in good faith with any exercise to evaluate any programme or portfolio-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to portfolio sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [for the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the portfolio is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Portfolio Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the portfolio or programme or using the UNDP funds. It 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.
- d. The requirements of the following documents, then in force at the time of signature of the Portfolio Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Portfolio Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP portfolio or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient 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 Portfolio Document, may seek recourse to such responsible party, subcontractor or sub-recipient 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 Portfolio Document.

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Portfolio 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 it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the portfolio or programme, 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.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Portfolio Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

XI. ANNEXES

1. **Social and Environmental Screening Template [English][French][Spanish]**, including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for portfolios in which UNDP is Administrative Agent only and/or portfolios comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional portfolios with no country level activities).
2. **Portfolio Project Board Terms of Reference and TORs of key management positions**

Annex 1: Social and Environmental Safeguards



SESP-Rising
Djibouti-Signed.pdf

Annex 2: ToRs



TEMPLATE-TOR-eng
ineer.docx



Job_Description_Te
mplate_CTA Inclusiv



ToR-Portfolio
Coordinator-Rising

Annex 3: Individual Project Documents and Initiation Plans