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United Nations Development Programme

Project title: Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations		
Country: Sudan	**Implementing Partner:** Ministry of Environment, Natural Resources, and Physical Planning: Higher Council for Environment and Natural Resources	**Management Arrangements:** National Implementation Modality (NIM)
Related SDG: 13	SDG Target: 13.2: Integrate climate change measures into national policies, strategies and planning	
UNDAF/Country Programme Outcome*:* Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes.		
UNDP Strategic Plan Outcome 2 (2018-2021): Accelerate structural transformations for sustainable development; Output Indicator 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation		
UNDP Social and Environmental Screening Category: Low Risk	**UNDP Gender Marker:** 1	
Atlas Project ID (formerly Award ID): 00111400	**Atlas Output ID (formerly Project ID): 00110463**	
UNDP/GEF PIMS ID number: 5798	**GEF ID number: 9506**	
Planned start date: September 2018	**Planned end date:** September 2022	
PAC meeting date: 23 May 2018		
Brief project description: The objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. The project will be implemented through five strategically linked components, each of which comprises a set of outputs with their respective activities that will build systemic, institutional, and individual capacities within Sudan. Among the key activities of the project are the enhanced targeted capacities, strengthened monitoring, an integrated environmental data and information management system, targeted training and awareness-raising, and an update to the NCSA. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making regarding global environmental benefits. Active participation of stakeholder representatives in the full project life cycle facilitates the strategic adaptation of project activities in keeping with project objectives. Moreover, the inclusion of non-state stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project		

outcomes.		
FINANCING PLAN		
GEF Trust Fund	US$ 1,000,000	
Total	US$ 1,000,000	
Co-Financing		
UNDP (TRAC resources)	US$ 100,000	
UNDP (In-kind)	US$ 0	
Government (Cash)	US$ 0	
Government (In-kind)	US$ 1,000,000	
Total co-financing	**US$ 1,100,000**	
Grand-Total Project Financing	**US$ 2,100,000**	
SIGNATURES		
Ministry of International Cooperation **Name:** **Signature:**	**Agreed by Government**	**Date/Month/Year:**
Higher Council for Environment and Natural Resources **Name:** **Signature:**	**Agreed by Implementing Partner**	**Date/Month/Year:**
Resident Coordinator and Resident Representative **Name:** **Signature:**	**Agreed by UNDP**	**Date/Month/Year:**

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Acronyms and Abbreviations

APR	Annual Performance Report
CBD	United Nations Convention on Biological Diversity
CCD	United Nations Convention to Combat Desertification
CCCD	Cross-Cutting Capacity Development
CIDA	Canadian International Development Agency
CPAP	Country Programme Action Plan
EDIMS	Environmental Data and Information Management System
EIA	Environmental Impact Assessment
ERC	Evaluation Resource Center
EU	European Union
FCCC	United Nations Framework Convention on Climate Change
GCF	Green Climate Fund
GEF	Global Environmental Fund
HCENR	Higher Council for Environment and Natural Resources
IEO	Independent Evaluation Office
IFAD	International Fund for Agricultural Development
IGAD	Inter-governmental Authority on Development
IRRF	Integrated Results and Resources Framework
MDGs	Millennium Development Goals
MEA	Multilateral Environmental Agreement
MENRPD	Ministry of Environment, Natural Resources, and Physical Development
MIC	Ministry of International Cooperation
NAPA	National Adaptation Plan of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPD	National Project Director
OFP	Operational Focal Point
PIF	Project Implementation Form
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PIR	Project Implementation Report
PMU	Project Management Unit
PRSP	Poverty Reduction Strategy Paper
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SCCF	Special Climate Change Fund
SDGs	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SESP	Social and Environmental Screening Procedures
TAC	Technical Advisory Committee
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
NCSA	National Capacity Self-Assessment

A. DEVELOPMENT CHALLENGE

A.1 Development Context

1. Sudan is a country rich in natural resources but threatened by deforestation, driven principally by energy and agricultural development. Desertification is also a serious problem for Sudan. While over-grazing is the most prevalent cause of desertification, agricultural expansion, particularly mechanized farming and low-input agriculture, is another major driver that has resulted in soil erosion, desiccation, and the lowering of soil fertility. Numerous factors are also threatening biodiversity, such as poaching, habitat destruction, invasive species, droughts, floods, and expanding agriculture. As a result, the population of a number of species has declined to critical levels.

2. Climate change also presents a serious threat to Sudan's sustainable development. Sudan is already experiencing an increased frequency of severe droughts. An example of projected effects of climate change include an increase in temperature between 1.5 °C and 3.0 °C (by 2050), reduced river flow, and loss of coastal zones due to sea level rise (Republic of Sudan, 2016; Republic of Sudan, 2013). As a result of a hotter climate and decreased rainfall, and a longer dry season, much of Sudan could become unsuitable for agriculture and villages, further undermining Sudan's food security.

3. Given these circumstances, there is a strong need to ensure that the country's limited and vulnerable natural capital is safeguarded and restored to the extent possible. The Government of Sudan has demonstrated a desire to protect its natural resources through a number of policies and laws, including their 2005 constitution that bestows that right to a healthy environment for all citizens and the protection of the country's biodiversity. Sudan has joined numerous multilateral agreements and has undertaken numerous projects and initiatives. Despite these efforts, Sudan is still suffering from bottlenecks that hamper the effective implementation of the Rio Conventions.

A.2 Consistency with National Priorities

4. The project will assist the Government of Sudan to achieve the national priorities as set out in its National Strategic Plan (2007- 2031), which takes into account the national policies, strategies and comprehensive plans, including the Twenty-Five-Year National Strategy (2002-2027), the Five Year Plan (2012-2016), the Five Year Programme for Economic Reform (2015-2019). In particular, the Twenty-Five-Year National Strategy contains an Environment and Physical Development Strategy that consists of 20 goals that align with the CCCD project. These goals range from strengthening human capabilities and developing administrative systems, strengthening bilateral relations between the ministry and its counterparts institutions, local, regional and international organizations and professional and scientific societies, and activating laws and regulations.

5. This project is also in line with Sudan's UNDAF (2018-2021) (Government of Sudan; United Nations Country Team, 2017). The UNDAF incorporates the 2030 Agenda for Sustainable Development, national development priorities, and the Sustainable Development Goals. The UNDAF aims to increase accountability, governance, and institutional capacities at both the federal and state level. This project is most closely aligned with two UNDAF Outcomes, namely:

   Outcome 2: "By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes", and

   Outcome 4: "By 2021, national, state and local institutions are more effective to carry out their mandates including strengthened normative frameworks that respect human rights and fundamental freedoms and ensure effective service delivery."

6. Another important set of national priorities are outlined in Sudan's Interim Poverty Reduction Strategy Paper (PRSP), which is the framework and the road map for the elaboration and implementation of

the full PRSP. The PRSP works to achieve the MDGs as the medium-term development targets for Sudan. Along with other national priorities, the PRSP identified the following needs for addressing serious environmental challenges:

- Increasing public awareness and ensuring community participation to change behaviors regarding the environment
- Integrating environmental concerns into all development policies, planning and activities at all levels
- Strengthening the institutional and technical capacities for environmental management
- Enhancing cross-sectoral institutional coordination on environmental issues
- Increasing the enforcement of environmental laws and regulations

7. While the point of entry for GEF funding is the global environment, the relevance of the project to national socio-economic development will be its contribution to strengthening the institutional sustainability of Sudan's development pursuits in ways that are more environmentally friendly and resilient to the impacts of climate change. The project will make these connections through its strategy to mainstream obligations under the Rio Conventions into national development and sectoral planning framework and supporting capacities.

8. This project will serve as an important mechanism to implement capacity development recommendations of the National Capacity Self-Assessment (NCSA) that was prepared in 2008 even though many of these would have been addressed to a certain extent by subsequent capacity development projects. Notwithstanding, this project is intended to make an important contribution to reconciling the most recent capacity development recommendations that emerged from other national assessments and communications under the three Rio Conventions, namely the Convention on Biological Diversity (CBD), Convention to Combat Desertification (CCD), and the Framework Convention on Climate Change (FCCC).

9. These reports reaffirm the national relevance and priorities of the project to Sudan. This includes the CBD 2011-2020 Strategic Plan that includes the Aichi targets to guide Sudan's actions and the 2015-2020 National Biodiversity Strategy and Action Plan (NBSAP) that specifically identified inadequate technical skills, policies, and data and information to meet and sustain CBD obligations. The project is also aligned with Sudan's National Action Programme (2006) under the CCD by strengthening capacities to mainstream land degradation into the National Development Strategy. The project's capacity development activities will also strengthen the sustainability of the numerous initiatives of Sudan's National Adaptation Programme of Action to Climate Change (2007) to adapt to the impacts of climate change within the context of the country's economic development priorities.

A.3 Challenges and Barriers

10. The Higher Council for Environmental and Natural Resources led the implementation of the NCSA from September 2005 to September 2007. The development of the NCSA was a highly participatory and consultative process over the two-year period. The resulting assessments and reports of capacity needs related to the Rio Conventions lead to the Sudan Strategic Plan that includes a Five Year Action Plan which proposed actions to meet NCSA defined objectives for environmental capacity development in Sudan.

11. The NCSA (2008) identified the following barriers that cut across the three Rio Conventions (Higher Council for Environment and Natural Resources; Ministry of Environment and Physical Development, 2008):

    - Inadequate structuring of national institutions
    - Weaknesses in the formulation and implementation of national programmes
    - Inadequate coordination among MEA national focal points
    - Unclear mandates and a lack of integration of MEA-related concerns at the systemic level

- Limited environmental awareness among policy and decision-makers, including the value of the MEAs to national development priorities
- Limited institutional capacity, particularly at the state level, to manage, coordinate and follow-up on the national implementation of the Rio Conventions and other donor-funded projects
- Limited information centers for data related to MEA implementation
- Limited collaboration with the private sector, NGOs and civil society organizations involved with MEA-related work
- Inadequate integration of MEAs into tertiary education and research
- Limited capacity of educational and research institutions
- Imbalance of development activities between the center and regional government
- Development priorities that do not adequately reflect environmental considerations

12. In the years since the NCSA was prepared, subsequent evaluations have reaffirmed the challenges that Sudan faces in meeting Rio Conventions obligations. Many of the developed frameworks and plans for action face limited implementation due to limited government resources, limited human capacity, and a lack of appropriate technologies. Sudan also struggles with gaps in policy and an inadequate system for information and data management and the poor information sharing between and within sectors.

A.4 Baseline Projects

13. Sudan has undertaken a number of environmental projects. Sudan received US$ 2.6 million for land degradation projects, US$ 3.6 million for biodiversity projects, and US$ 8.8 million for climate change projects. Multilateral donor agencies currently working in Sudan include the African Development Bank, IFAD, FAO, UNDP, and the World Bank. Bilateral donor agencies include Norway, Canada and the United States (USAID) among others. Baseline projects[1] are presented in the table below.

Table 1: Baseline projects

Project title	Funding Sources	Start/End Date	Investment (US$ million)	Description
Small Farmers Support Project in Rain-fed Sector - Sennar State	IFAD, Government	2010-2017	21.1	This project included 100 villages in Sennar. The goal was to reduce poverty and increase food security. Project activities included technology transfer, market access and post-harvest management, and capacity building and institutional strengthening.
Food Security Policy and Strategy Capacity Building Programme	EU, FAO	2013-2016	9.0	This project addressed capacity gaps in ministries' policy planning, budgeting, monitoring and implementation and enhanced the inter-sectorial institutional coordination framework for food security policy and information systems
Implementing NAPA Priority Interventions to Build Resilience in the Agriculture and Water Sectors to the Adverse Impacts of Climate Change in Sudan	GEF	2010-2013	3.3	This project developed a set of adaptation measures targeted for small-scale rain-fed farmers and pastoralists who live in four highly vulnerable agro-ecological regions.

[1] These baseline projects by definition have ended. On-going projects appear in Section in D.4.

Project title	Funding Sources	Start/End Date	Investment (US$ million)	Description
Implementing Priority Adaptation Measures to Build Resilience of rain-fed farmer and pastoral communities of Sudan, especially women headed households to the adverse impacts of Climate Change	GEF, CIDA	2013-2016	2.8	The project developed adaptive capacity of 1000 households. The project worked with communities and government (State and local) to address gaps, organize training, and develop a system to capture knowledge, lessons learned, and best practices for food-security to inform future plans' and strategies to adapt to climate change.
National Disaster Risk Management Programme	UNDP	2013-2016	2.3	This project aimed to strengthen early warning systems in a gender-sensitive manner through hazard monitoring, data analysis and warning dissemination
Sudan Integrated Environment Programme: Phase 2 (SEIP 2)	DFID	2014-2018	1.5	Climate change related activities include dedicated financing and activities for following up on the NAP process implemented through SEIP 1. Capacity building trainings (such as managerial skills, report and proposal writing and institutional development trainings and consultations meetings) in all 18 States

B. Strategy

14. Based on Sudan's key policies and programmes, a number of priority capacity development recommendations could be undertaken within the construct of a Cross-Cutting Capacity Development (CCCD) project. This project conforms to the GEF-6 CCCD Strategy with particular attention to operational frameworks 1, 2, 3 and 5, which call for countries:

    1. To integrate global environmental needs into management information systems;
    2. To strengthen consultative and management structures and mechanisms;
    3. To integrate Multilateral Environmental Agreements' provisions within national policy, legislative, and regulatory framework; and
    5. Updating the National Capacity Self-Assessment

The proposed project would develop a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to meet and sustain global environmental obligations.

B.1 Theory of Change

15. The project will take a learning-by-doing approach to mainstream and integrate global environmental priorities within targeted policies, as well as monitoring, evaluation and decision-making processes. More specifically, this project will address specific cross-cutting capacity development priorities identified in the 2008 NCSA in order to catalyze Sudan's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. The project will help Sudan make incremental improvements. These short-term changes will in turn lead to long-term improvements; while the project will develop capacities, it will also lay the groundwork for improved systems and frameworks to sustain outcomes.

16. The project strategy aligns with efforts under Sudan's UNDAF (2018-2021). UNDAF Outcomes 2 and 4 both directly support project outputs. UNDAF Outcome 2 calls for a coordinated environment and climate data management system to be developed. This outcome also calls for the integration of natural resource management best practices into policies, plans, and programmes. UNDAF Outcome 4 aims to improve Sudan's monitoring systems, and enhance the capacity of state and local institutions (e.g., capacities to plan, budget, implement, monitor) in order to serve the needs and rights of citizens. This project will lead to change by addressing the barriers that limit Sudan's ability to meet obligations under the three Rio Conventions and other MEAs.

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

18. In order to improve sustainability of outcomes and project success, the project will utilize an adaptive collaborative management approach that engages stakeholders as collaborators in the design and implementation of project activities. In fact, the innovativeness of this project is more about its strategy of engaging stakeholders from the local level to the top decision-making level. As staff turnover and loss of institutional memory are real concerns for Sudan, the many stakeholder engagement exercises of the project are designed to engage a large number of government staff and

other stakeholder representatives. This is intended to come as close as possible to the minimum baseline level of shared understanding and knowledge on critical global environmental issues and best practices. Through this strategy the project aims to ensure a reasonable level of sustainability.

19. The project makes the assumption that project stakeholders will in the short-term directly benefit through improved capacities through the learning-by-doing trainings. The public and stakeholders will benefit in the long-term through improved outcomes including sustainable development and environmental improvements. The theory of change is also based on the assumption that learning-by-doing will translate into a greater mobilization of efforts and resources, and that building commitment will help countries overcome the internal resistance to change and adopt new and stronger modalities of engagement and collaboration (Hill, Rife, & Twining-Ward, 2014), which will in turn lead to long-term change.
20. The approach of pursuing socio-economic and environmental improvements through capacity building, development, reformed policies, technological innovation, knowledge management, increased cost-effectiveness, financial mobilization, and enhanced awareness at a national and sub-national level is in line with the post-2015 Sustainable Development Goals (SDGs).

C. PROJECT RESULTS

C.1 Project Goal, Objective, and Expected Results

21. The goal of this project is to strengthen Sudan's ability to achieve environmentally sound and sustainable development that also protects the global environment as defined by the three Rio Conventions. The immediate objective of this project is to strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities. This will be achieved through five project components, within which activities to strengthen systemic, institutional, and individual capacities will be organized largely through learning-by-doing exercises and demonstrations.

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

23. The expected outcome of the project is that Sudan will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to conservation needs. To this end, Sudan is expected to: a) improve access to best practices and best available knowledge, including innovative research; b) improve coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations; c) enhance institutional and technical capacities; d) improve awareness of global environmental values; and e) update the NCSA to reflect post 2015-SDGs. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. The project will achieve this by mainstreaming global environment into planning and decision-making process (i.e., integrating environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals).

C.1.a Expected Results

C.1.b Project Components, Outputs, and Activities

24. This project will be implemented through five linked project components:

    1. Strengthened policy and legal instruments
    2. Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions
    3. Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends
    4. Improved environmental attitudes and values for the global environment
    5. Updated NCSA

Component 1 Strengthened policy and legal instruments

25. This component focuses on strengthening Sudan's policy and legal framework for improved environmental governance. The activities under this component will address the key policy and legislative barriers to implementing the Rio Conventions within the framework of sectoral development and planning frameworks. Stakeholders will work with planners and decision-makers to review and design new and better alternative approaches to remove these barriers through individual consultations and learning-by-doing workshops. These workshops will also be used to develop

appropriate legislative and regulatory instruments to better reflect and support global environmental objectives within the framework of socio-economic plans.

26. Activities under this output will be coordinated with other similar activities currently being undertaken by other projects to create synergies across the set of multiple policies and legislation, as well as to reinforce the collaboration among stakeholder institutions to share data and information. The strengthening of these capacities will be complemented by Component 2, enhanced consultative and collaborative mechanisms for decision-making on the global environment.

Output 1.1 In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement

27. This output will focus on in-depth analyses of the current policy and legal framework. This analysis will be completed through focus groups and workshops in order to assess the capacity and policy at the federal, regional, and state level. These various discussions will lead to a clear understanding on how existing policies currently operate. The gap analysis will emphasize opportunities and barriers for improved policy. This activity will lead to a set of recommendations for improved decentralized management of the global environment.

1.1.1 Undertake an in-depth analysis of Sudan's policy framework on environmental governance. This activity will begin with working groups preparing analytical frameworks for the three Rio Conventions.

Output 1.2 Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws

28. Building on the assessment of activity 1.1.1, learning-by-doing workshops will be held to reconcile the identified weaknesses. This will lead to formulation of by-laws and operational guidance which will be distributed.

1.2.1 Carry out learning-by-doing workshops to understand and reconcile weaknesses and gaps in key environmental policies and legal instruments.

1.2.2 Formulate one or two by-laws and operational guidance to mainstream Rio Conventions. Secure approval of by-laws and any other amended policy, legislative, or regulatory texts. The approval process should be transparent and deemed valid by all stakeholders in order to ensure legitimacy and sustainability.

1.2.3 Distribute updated codes, existing legal texts, and relevant material pertaining to Rio Convention implementation. Technical staff of government agencies and local community representatives will facilitate their wide distribution and use as they pertain to the protection of the global environment and natural resources at the state, regional, and national levels.

Component 2 Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions

29. The main activities under this component will be directed to facilitating and catalyzing policy coordination and stakeholder collaboration in order to reduce unnecessary duplication or redundancy of resources (human, institutional, and financial). The expected outcome of this component is improved institutional mandates, coordination, and collaboration that will result in more cost-effective implementation of the Rio Conventions. This will be achieved through an in-depth institutional analysis that will complement the policy and legislative analysis of Component 1 to help inform the institutional reforms needed. While a large-scale institutional reform is beyond the scope of this project, this component will focus on strengthening inter-ministerial and inter-directorate coordination

for improved monitoring and compliance with environmental policies and best practices for delivering and sustaining global environmental outcomes. This component will also tie into Component 4, the data and information management system. Through strengthening the policy framework, and institutional arrangements, a foundation will be established to facilitate the implementation of the system for environmental data and information. Over time, these enhanced capacities will help Sudan achieve improved implementation, enforcement, and compliance. This component will also include the piloting of selected mainstreamed products in order to facilitate their institutional sustainability as well as to facilitate their replication and scaling up after the project has ended.

Output 2.1 In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation

30. This output focuses on in-depth analysis of institutional arrangements. Particular attention will be paid to states' institutional capacities for mainstreaming and monitoring. This analysis will inform Outputs 2.2 and 2.3.

2.1.1 Undertake a SWOT and gap analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation.

Output 2.2 Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.

31. This output will focus on strengthening inter-ministerial coordination for improved mainstreaming of Rio Convention obligations. This output will pay particular attention to addressing the barriers to effective communication, collaboration and coordination among government bodies and other social actors. Memoranda of agreement on consultative and decision-making processes[2]will clarify the roles and responsibilities of stakeholders that have comparative expertise and knowledge to help inform improved planning and decision-making. Particular attention will be given to engaging the academic community and other non-state stakeholders, including gender-relevant stakeholder engagement arrangements.

2.2.1 Convene working group meetings to negotiate best consultative and decision-making processes. This activity is critical to the project. There have been past experiences, some successful, some not so successful on how government agencies collaborate and consult with each other. This activity, which comprises as set of meetings, is intended to discuss and debate best practicable approaches to improving how planners, decision-makers, and other stakeholder representatives work together across institutions and sectors.

2.2.2 Draft memoranda of agreement on project-based consultative, decision-making, collaborative, and coordination arrangements. These memoranda, although project-based, are intended to catalyze efforts for ministries, agencies, and other institutions to escape the silo approach to their work, and will build upon the extensive discussions and recommendations made under activity 2.1.1. The memoranda will include, among others, liaison protocols among partner agencies and memoranda of agreement with other non-state stakeholder organizations. This activity will include specific arrangements to promote gender equality in monitoring and decision-making.

Output 2.3 Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations

[2] Only one memorandum of agreement may be needed. This will be determined during the early consultations related to this activity.

32. This output focuses on institutional mandates and planning processes, and will complement the similar and complementary exercise on the consultative and coordinating mechanisms. For this reason, activities 2.1.1 and 2.3.1 should be carried out as parallel exercises.

2.3.1 Building on the analysis of activity 2.1.1, undertake a targeted updating and streamlining of institutional mandates that focus on recommended improvements. This exercise will focus on those arrangements deemed necessary to catalyze Rio Convention mainstreaming, as well as improved monitoring and compliance. This analysis will also inform the technical assessment and institutional analysis of data collection and generation methods and management (activities 2.4.1 and 3.1.1). Particular attention is to be given to reconciling the mandates among national, regional, and local agencies and authorities.

2.3.2 Undertake a series of validation workshops at the state and national level to strengthen the legitimacy of the recommended improved mandates and actions to meet and sustain Rio Conventions obligations.

Output 2.4 Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments

33. Activities under this output will work to develop improved monitoring and compliance arrangements for Sudan. This will begin by a technical assessment of current environmental data and information collection and generation methods, data formats, availability, and accessibility. This analysis will be used to draft improved monitoring and compliance reforms, validate guidelines for coordinated mainstreaming, monitoring and compliance, and inform training for technical staff at all levels on best practices for monitoring and compliance on global environmental issues.

2.4.1 Undertake a technical assessment of current environmental data and information collection and generation methods, data formats, availability, and accessibility of key agencies with attention to harmonization metrics, relevance, validity, and quality. This will include a review of existing guidelines, tools, and resources. This exercise will be carried out around the same time as the analyses and assessments of activities 2.1.1 and 2.3.1 in order that the three analyses/assessments inform each other.

2.4.2 Draft and recommend improved monitoring and compliance reforms based on learning-by-doing exercises to formulate best practices and guidelines. These reforms are intended to focus on monitoring and compliance arrangements that must be reconciled with the consultative and decision-making agreements of Output 2.2 and the institutional mandates recommended and negotiated under Output 2.3. This activity will result in a set of recommended and validated robust institutional reforms. These will be followed up through demonstration and early implementation exercises of activity 2.5.2.

2.4.3 Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance. This will include the development of quality control/validation procedures as well as the identification of responsible scientific and institutional social actors. These guidelines will be formulated once the institutional reforms and other related improvements have gestated and been tweaked. Thus, these guidelines will be prepared on the basis of lessons learned (i.e., activity 2.5.3) and used for long-term training, replication, and scaling up.

2.4.4 Provide training for technical staff at all levels on best practices for monitoring and compliance on global environmental issues. Learning-by-doing workshops will be undertaken through the preparation of one or two EIAs and one SEA, which will be on the high value sector selected under activity 2.5.1. These learning-by-doing workshops will include better practices for periodic reporting on Rio Convention implementation.

Output 2.5 Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals

34. This output focuses on early implementation of improved institutional arrangements to mainstream, monitor, and comply with integrated environment-development and global environmental priorities. A collaborative consultation process will be used to select a plan for mainstreaming. Criteria should first be agreed to by the Project Steering Committee and other key government decision-makers. The purpose of the early implementation is to determine the extent to which the arrangements are viable and to have a chance to improve them as appropriate. The lessons learned from these exercises will be culled and used to inform the preparation of guidance material that will be used for long-term training.

2.5.1 Select one high value sectoral development plan for pilot mainstreaming exercises. This will be the same sector plan that is used for early implementation of the EDIMS (activity 3 3.7). This activity will serve the purpose of situating the value of the capacity building activities of the project on the real national priorities and needs of Sudan. Once the sectoral development is selected, a feasibility study is to be undertaken to select and implement the set of best practices and innovations to be demonstrated and/or piloted.

2.5.2 Demonstration of best practices and early implementation of improved institutional arrangements to mainstream, monitor, and comply with integrated environment-development and global environmental priorities. The purpose of early implementation exercises is to determine the extent to which improved institutional arrangements are viable and to learn of their unintended consequences, and to modify them as appropriate. The lessons learned from these exercises will be culled in activity 2.5.3, and used to inform the preparation of guidance material that will be used for long-term training in the last year of the project.

2.5.3 Cull lessons learned from the demonstrations (activity 2.5.2) and early implementation exercises (activity 3.5.2). In addition to informing the training and guidance material (e.g., Output 3.6), the lessons learned will play an important role in informing the preparation of a roadmap to facilitate Rio Convention mainstreaming, monitoring, and compliance through the EDIMS (Output 3.5).

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

35. This component will focus on the establishment of an environmental information management system by integrating and reconciling relevant existing systems. Not only will this component seek to develop this institutional mechanism, it will also provide the learning-by-doing training so that stakeholders make best use this system (Output 4.6). The establishment of an integrated environmental data and information management system will help to increase Sudan's absorptive capacity for data and information management for decision making to meet global environment and sustainable development priorities. An important output under this component is the development of a resource mobilization strategy to ensure the long-term implementation of the environmental information management system.

Output 3.1 Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment

36. This output focuses on reducing the transaction costs of data management and reducing duplication in order that data is reliable, valid, timely, and relevant. This output includes a review of the current information management system, with a focus on identifying areas that can be improved. After the EDIMS is designed, it will be reviewed for feasibility, and peer reviewed.

3.1.1 Building on the results of activity 2.4.1, undertake an institutional analysis and mapping that focuses on the most appropriate agencies and organizations that would lead the management of data and information necessary for mainstreaming, monitoring, and facilitating compliance with global environmental obligations.

3.1.2 Design best practice technological structures for data collection, storage, and sharing. The design will be based on the prior analyses and assessments, including a review of best practice technological structures and mechanisms for data collection, storage, and sharing. The design will be presented as a feasibility study that includes alternative options that describe their pros and cons. This feasibility study will be validated at the state, regional, and national levels. The formulation of the feasibility study will include an independent peer review of the options to ensure that there are no conflicts of interest and that the selected arrangements for structuring the EDIMS remain the most cost-effective and institutionally sustainable.

Output 3.2 Targeted networking and updating of existing data and information management systems

37. Activities under this output focus on setting-up the integrated environmental information management system that will provide Sudan with a coherent approach to management and presentation of environmental information. The output is based on networking existing systems, and will be informed by the results of other project activities including the mapping undertaken in Output 3.1. A feasibility study of the system will be undertaken and independently validated by experts and other stakeholders. Under this output, the project will procure and install the necessary technology in the participating databases and information systems. This will include those located at the national and sub-national levels.

3.2.1 Negotiate networking agreements on data and information management. These agreements will be undertaken in parallel with the negotiations on the memoranda of agreements, in order to ensure that the technical requirements for improving the EDIMS per Output 3.1 will be effectively realized and institutionalized.

3.2.1 Reorganize targeted institutional structures and mechanisms for sharing data and information through the drafting and approval of relevant of terms of references and mandates. Whereas activity 2.5.2 is to demonstrate and undertake early implementation to test improved institutional reforms for mainstreaming, monitoring, and compliance to global environmental agreements, this activity is specifically targeted to implement the necessary organizational arrangements in order for the EDIMS to function. Thus, this activity will in effect implement the institutional restructuring of the approved feasibility study validated and approved under activity 3.1.1.

3.2.2 Improve the technological structure of key data and information systems that will be networked into the EDIMS, including the development of a web-based portal for inputting and accessing data and information. This activity is a subset of the institutional restructuring that will be carried out in activity 3.3.2, but targeted to the procurement of the select technological hardware and software to update key components of those databases and information management systems that will be networked into a functional EDIMS.

Output 3.3 Development of new and improved global environmental indicators for select high priority sectoral development plan

38. The activities in this output will lead to an agreed set of environmental indicators that support information needs for national development and for implementing Rio Convention recommendations. Working groups will discuss and agree on appropriate indicators and relevant best practice approaches to strengthen women's participation in the decision-making and governance of the global environment from a national context. Under this output, experts will identify the data weaknesses and gaps in order

to build the relevant institutional and technical capacities to create these datasets and institutionalize them within the data management system and planning formulation processes.

39. A major problem with indicators is that different agencies collect the same relevant data but some use different methodologies, some of which are outdated. Thus, activities under this output will update the data collection methodologies, and will strengthen the degree of standardization that is needed to ensure the reliability and validity of the data and information. This will lead to a negotiated monitoring plan so that more timely use of data and information by planners and decision-makers is possible. An accompanying tracking mechanism will also be created.

3.3.1 In tandem with activity 3.1.1, convene expert meetings to select the full set of data and other relevant indicators and information to include in the EDIMS. The expectation is to agree on the key set of indicators that should be collected and managed in order to create better information and knowledge and thus apply best practices and innovations for mainstreaming, monitoring, and compliance to global environmental obligations and sustainable development priorities.

3.3.2 Structure, test, and finalize an EDIMS monitoring plan. This plan will serve the purpose of structuring a consistent approach and methodology for the periodic monitoring of key indicators for timely use in planning and decision-making. The monitoring plan should also include a tracking mechanism to monitor the usage of EDIMS. The monitoring plan should be a fundamental component of improved institutional arrangements developed and tested as part of activity 2.5.2. Among the purposes of the monitoring plan is to measure the value of the EDIMS to strengthening policies, programmes, and plans that can be objectively demonstrated to have resulted in Sudan's attainment of Rio Convention objectives. The tracking mechanism component of the monitoring plan is a very important tool that will help strengthen arguments for the use of the EDIMS by planners and decision-makers and long-term financing.

Output 3.4 Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development

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

3.4.1 Undertake a comprehensive assessment of technical training needs. Particular attention will be given to reconcile the training needs across the various institutions as well as the needs and the state, regional, and national levels as well as taking into account opportunities of strengthening gender balance.

3.4.2 Develop a training programme and modules. Based on the assessment of activity 3.4.1, this activity will serve to reconcile, improve, and structure the existing training programmes in order to deliver high quality, on-going knowledge and learning-by-doing experience. Based on the experience gained during the implementation of the project trainings, the training programme and modules will be improved for used during post-project trainings.

3.4.3 Undertake training courses on operational skills for software and data management. This training will complement that of activity 3.4.4 in support of the early and long-term implementation of the EDIMS (Output 3.5).

3.4.4 Carry out training workshops on analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development

Output 3.5 Early implementation of the integrated environmental data and information management system through a select sectoral plan

41. This output focuses on testing the EDIMS. An accompanying manual and implementation plan will be created. The early implementation of the EDIMS will be undertaken as learning-by-doing exercises to integrate global environmental obligations into a high value sectoral development plan (chosen in Output 2.5) as well as the preparation of one or two environmental impact assessments.

3.5.1 Facilitate dialogues on the EDIMS and its implementation plan. Building on previous analyses and agreements, this activity will focus on the negotiating a consensus of the key requirements and expected outcomes of an EDIMS (which would in fact be a networking of existing relevant data and information management systems and not the creation of an entirely new management information system).

3.5.2 Begin the early implementation of the EDIMS to test its functionality. This testing will be used to make any necessary modifications in order that it is fully functional by the end of the project and ready for post-project replication and scaling up. The early implementation of the EDIMS will be undertaken as learning-by-doing exercises to integrate global environmental obligations into a high value sectoral development plan as well as the preparation of one or two environmental impact assessments. The early implementation of the EDIMS should take a cradle-to-grave approach, and thus include monitoring and compliance. The lessons learned from the early implementation of the EDIMS will be culled as part of activity 2.5.3.

3.5.3 Prepare a technical manual for operation and use of the EDIMS. This manual will help improve the use and maintenance of the EDIMS by the participating agencies. A separate guide (roadmap) will be prepared on the substantive use of the EDIMS for mainstreaming, monitoring, and compliance (see activity 3.6.4).

Output 3.6 Resource mobilization strategy

42. This output is designed to support the financial sustainability of project outcomes, including the EDIMS. Activities will incorporate innovative financial and economic analyses of the project that incorporate environmental and social impacts. The resource mobilization strategy will also complement the action plan developed under Output 5.3. The resource mobilization strategy will be presented at the one-day Project Results Conference (activity 4.1.1).

3.6.1 Identify a set of best practice and innovative financial instruments relevant to the Sudanese context. This activity will comprise a set of tasks to assess the financial requirements for long-term monitoring, enforcement, and compliance of Rio Convention implementation.

3.6.2 Conduct a feasibility study on financial and economic instruments for piloting. Building on the results of activity 3.8.1, this activity will structure a programme of specific exercises to pilot innovative financial and/or economic instruments.

3.6.3 Draft, review, and approve a resource mobilization strategy. This activity comprises those sets of tasks directed to preparing and approving the resource mobilization strategy that is informed by the feasibility study. This will be completed through learning-by-doing workshops.

3.6.4 Formulate a roadmap to catalyze Rio Convention mainstreaming. This roadmap will differentiate mainstreaming actions by the needs of different states in Sudan. The purpose of this roadmap is to enhance opportunities for replication and scaling-up. The roadmap will be informed by project pilot activities and early implementation of the EDIMS.

Component 4 Improved environmental attitudes and values for the global environment

43. This component will focuses on a set of activities designed to strengthen awareness and understanding of the wider population of the project. This component is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Convention contribute to addressing important and immediate socio-economic development priorities.

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

44. Output 4.1 focuses on increasing awareness of the value of the environment as well as the Rio Conventions. This output targets key categories of stakeholders, namely the private sector, planners and decision-makers, the media, the public at large, and expert practitioners working in the field such as NGOs, academics and graduate students. To begin this project, there will be a conference to introduce it to a diverse set of stakeholders in order to promote the objectives addressing Rio Convention obligations. Toward the end of the project, the results and lessons learned will be presented in a second conference with two key goals. The first goal is to emphasize the positive impacts of the project strategy and its successes; this will encourage long-term institutionalization of Rio Convention commitments beyond this project. The second goal is to spur on-going commitment to replicating and institutionalizing best practices and successful innovative approaches tested under the project. Both conferences will be convened over a one-day period, and shall include presentations and panel discussions. During these conferences, a survey will be conducted to assess the stakeholders' awareness and value of the project issues at both the beginning and end of the project. Also included in this output are public awareness campaigns, dialogues and workshops.

4.1.1 Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference. The Kick-off Conference will be the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how the Rio Conventions can help Sudan meet and sustain both national and global environmental priorities. The Results Conference at the end of the project will promote the long-term adherence natural resource valuation as well as to mobilize commitment and resources to catalyze replication of project results.

4.1.2 Develop and validate public awareness and communication campaign plan. This activity will elaborate and organize the set of awareness-raising activities that will be undertaken by the project

4.1.3 Convene three (3) public policy dialogues. This activity will be structured slightly differently than the learning-by-doing workshops, in that they will serve as a public forum for intellectuals, leaders, and activists to present and exchange cutting-edge views on the national-global environment nexus. These dialogues will be an extension of the panel discussions of the kick-off conference.

4.1.4 Convene national and sub-national awareness workshops. These workshops will be structured and organized on the basis of the public awareness campaign developed under activity 4.1.2. Target participants will include representatives of all related ministries, parliamentarians, as well as representatives from the state and regional governments, communes and municipal government planners and decision-makers, among other stakeholder representatives (e.g., NGOs, private sector, and academia). Gender balance for the workshops will be indicated by at least 50% participation by women.

4.1.5 Convene private sector sensitization panel discussions on global environmental issues. These discussions with the private sector are critical to the long-term success of the project, given the role of the private sector to exploit Sudan's natural resources for the generation of financial and economic wealth.

4.1.6 Convene workshops targeted to media professionals to improve environmental reporting. These workshops will enable journalists of television, radio and print to report on global environmental issues and their relevance, especially taking into account that, in general, journalists do not

necessarily have a special training or understanding of global environmental issues. Media awareness workshops are also intended to increase reporting in the popular literature on social and economic values of conserving Sudan's environment as well as the important losses associated with environmental degradation.

Output 4.2 Brochures and articles on the Rio Conventions

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

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

Output 4.3 Public service announcement on globally sensitive and environmentally friendly behavior

46. One public service announcement would be produced to air on local television throughout the country. This announcement will highlight the value of the environment and the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment. The work to be carried out will involve the conceptualization of the message, the story-boarding, filming, and post-production. This will be followed by its airing at strategic intervals. The public service announcement will also be shown at the awareness-raising workshops and dialogues, as well as on the relevant websites and social media.

4.3.1 Prepare and air a public service announcement on Rio Conventions.

Output 4.4 Improved educational curricula and youth civic engagement

47. Under this output, an educational module will be developed for high schools and universities. This module will be help promote better environmental information management and emphasize global environmental values and best practice approaches developed and under implementation.

4.4.1 Develop and integrate a high school education module on environmental issues, with particular emphasis on the global environment. This activity is targeted to strengthening the learning of the Rio Conventions and linkages with sustainable development at middle and high schools. Students from a relatively early age will gain a better appreciation of how their local environment is part of the global environment, and understand the human-ecologic linkages. This module is a targeted exercise, building upon related activities undertaken by other institutions and organizations.

4.4.2 Develop and implement a high school competition for students to understand the relationships between local and global environmental issues and strategies to pursue environmentally sound and sustainable development. This activity is critical to addressing the systemic and individual capacity development needs that were identified as among the most important constraints in implementing the Rio Conventions. By allocating a relatively small level of effort on this exercise that should attempt to reach at least 500 students, the project will help make an important contribution to the on-going needs to raise awareness of the importance of global environmental conservation to an age group when their environmental values and attitudes are being formed and crystallized.

4.4.3 Prepare an environmental awareness module for universities to integrate into curricula. This activity is very important to building up a critical mass of young professionals that could contribute to the increasing needs to pursue higher quality environmentally sound and sustainable development that helps Sudan meet Rio Convention obligations. This activity thus responds critically to the need to address the country's limited absorptive capacity. By the time students are

at university, their environmental attitudes have pretty much crystallized, but the opportunities for learning best practices and innovations remain limited.

Output 4.5 Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities

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

4.5.1 Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages.

4.5.2 Create a Facebook page on environmental information and Rio Convention mainstreaming. Upload relevant content at least twice per week.

Component 5 Updated NCSA

49. This component will update Sudan's NCSA to reflect changes and new priorities to meet and sustain global environmental obligations, including other international development goals such as the post 2015-Sustainable Development goals. In conjunction with other activities under this project and other GEF-funded enabling activities, this component will contribute to strengthening Sudan's capacities to report trends and achievements related to the global environment.

50. This component will be undertaken in the last two years of project implementation and benefit from a number of assessments and analyses undertaken in the prior two years. The updated NCSA will emphasize the extent to which Sudan's foundational capacities remain a priority for development in order to meet and sustain Rio Convention obligations within the framework of the country's pursuit of national sustainable development priorities.

Output 5.1 Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations

51. This output focuses on updating thematic assessments of systemic, institutional, and individual capacity development priorities, limitations, and barriers. This output will be accomplished through surveys to assess understanding of Rio Convention mainstreaming and individual interviews.

5.1.1 Prepare and validate the methodology to conduct the NCSA update. This methodology will build on the most recent Rio Convention assessments without duplicating any of the assessments. Rather, the methodology will serve the purpose of bringing together and updating the relevant analyses, such as the National Biodiversity Strategy and Action Plan, National Communications, Biennial Update Report, and National Adaptation Plan of Action, among others. This activity and those planned under this component will all take place in years three and four, and not before, in order for the NCSA Update to also build on the assessments carried out in years one and two under the present project. Thus, this report will be completed towards the end of the project so that it has a longer shelf life once the project concludes. The NCSA Update methodology should also seek opportunities for taking a more comprehensive approach by including multilateral environmental

agreements. This methodology will provide a detailed process of consultation, drafting, validating, and approval of the NCSA Update Report.

5.1.2 Design and carry out surveys to assess understanding of Rio Convention mainstreaming. A first survey (baseline) will allow the project to assess the awareness developed under the project when compared with the result of the project-end survey. The survey instrument will also be used to survey line ministry staff and other stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. This activity will include statistical and sociological analyses, to have been completed and results presented at the Project Results Conference. The survey instrument should also elicit respondents' opinions about constraints at the individual, institutional, and systemic level to pursue efforts to meet and sustain Rio Convention obligations.

5.1.3 Conduct individual interviews to gather additional inputs on national/regional priorities and constraints at the individual, institutional, and systemic level to pursue efforts to meet and sustain Rio Convention obligations. Key stakeholders from the local and regional government, the private sector, academia, and civil society will be interviewed. The interview instrument should also be structured as an opportunity for stakeholders to propose opportunities for synergistic and cross-cutting capacity-building activities to meet and sustain Rio Convention obligations.

5.1.4 Draft thematic assessments of the challenges and opportunities to meet and sustain Rio Convention obligations. These assessments will pay particular attention to state-specific challenges and opportunities and gender equality priorities.

Output 5.2 Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities

52. This output builds on the findings and assessments of output 5.1 to reconcile and synthesize the key set of systemic, institutional, and individual capacity development challenges, priorities, and opportunities to meet and sustain Rio Convention obligations within the framework of national sustainable development priorities. The cross-cutting will report will be accomplished through stakeholder consultations at the local, regional and national level, as well independent peer review and validation processes.

5.2.1 Integrated cross-cutting analysis of systemic, institutional, and individual capacity development priorities, with particular reference to state-specific opportunities. A multi-disciplinary working group will synthesize the results into an integrated report that identified synergies as well as prioritizes capacity development needs.

Output 5.3 Updated National Capacity Self-Assessment.

53. This output will in effect be a culmination of the early activities and outputs under this component. The NCSA will be produced as a final report, and complemented with an action plan (Capacity Development Strategy and Action Plan). In order to develop the strategy, the capacity development priorities will be organized and structured based on assessments and stakeholder consultations of Output 4.1. The action plan will be reconciled with Sudan's broader national priorities and other MEA obligations. The action plan will also complement the resource mobilization strategy developed under Output 3.6.

5.3.1 Review action plans of GEF focal area enabling activities (such as the national strategies and actions plans under the three Rio Conventions). This review will provide an up-to-date synthesis of the cross-cutting capacity development needs relevant to the three Rio Conventions when undertaken towards the end of year three of project implementation.

5.3.2 Formulate the action plan building on activities 5.1.4 and 5.2.1. To address the priority capacity constraints identified in Output 5.1, the action plan will organize capacity development actions in

ways that strategically facilitates and catalyzes the attainment of Sudan's sustainable development priorities. These will include state-specific actions priorities. The action plan will also outline the sources of finances and monitoring of the action plan.

5.3.3 Draft the updated NCSA Final Report. This activity will comprise a set of tasks to prepare the draft texts as well as to carry out the technical and independent reviews. The resulting document will summarize the processes and outputs of the NCSA and propose actions to address the capacity gaps identified during the NCSA process. More specifically, the update will include: a) context and processes; b) priority capacity gaps (thematic and cross-cutting); c) strategy and action plan to address priority capacity gaps; and d) a monitoring and evaluation mechanism to measure implementation of the Action Plan. The final report will be undertaken by the Project Manager. The tasks and exercises under this activity will be supported by the three technical working groups and independent peer reviewers.

5.3.4 Convene a roundtable for donors to present the NCSA and Action Plan in order to leverage financial support from development partners. This will complement the Resource Mobilization Strategy developed under Output 3.6.

5.3.5 Finalize and present the NCSA Final Report and Action Plan immediately prior to the Project Results Conference. This activity will serve to validate the strategic value of the updated NCSA and action plan to catalyze the cost-effective pursuit of actions that will further institutionalize global environmental benefits beyond the life of the project.

C.2 Project Indicators

54. As a medium-size project, this project will not measure indicators that measure Tier One Impacts per the UNDP 2018-2021 Strategic Plan. However, at the project objective level, this project can measure a number of indicators under Tier Two: Development Outcomes and Outputs of the Integrated Results and Resources (IRRF). More specifically, indicators will measure progress to meeting the expected Outcome 2 on accelerated structural transformations for sustainable development. Towards meeting this outcome, the project will pursue a set of capacity development activities, which are most closely aligned to Signature Solution 4, Promote nature-based solutions for a sustainable planet. The output for this Signature Solution is 2.4.1, namely "Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation". This will be measured by the accompanying indicator "…gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems: a) Policy frameworks; b) Legal and regulatory frameworks; c) Institutional frameworks; and d) Financing frameworks

55. This project will be measured by three mandatory and 12 project-specific indicators, each of which are closely aligned with indicators outlined in the 2018-2021 Strategic Plan. The Project Results Framework in Section E provides additional tracking information on these indicators. This includes an assessment of the baseline for the relevant indicator is provided, as well as end-of-project target indicators and how these will be monitored, verified, and key assumptions and risks. As a medium-sized project, there will not be an independent mid-term evaluation to monitor and track project indicators.

C.3 Risks and Assumptions

56. One major risk is weak inter-institutional coordination. Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is paramount. There is a real likelihood that coordination will be challenging. To address the risk that stakeholders will not wish to change their traditional approach of minimal coordination, the project will structure. During the project preparation phase,

consultations were held with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholder representatives will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the adaptive collaborative management of the project. The project will also carry out targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include items like negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.

57. Internal resistance to change is related to the above-mentioned risks, and will be risk that if not effectively addressed may limit the project's success. The internal resistance to change is a natural human condition and reflects people's comfort with known policies and procedures. However, the basis for this project is that these policies and procedures could be improved. The outputs and framework activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by which they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made. These will be facilitated by national experts and independent advisors so that stakeholders discuss and come to consensus agreements themselves. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises. For this reason, the project makes the implicit assumption that stakeholders will give the benefit of the doubt to the design of the project activities, be open to new and opposing perspectives, and actively participate in the project to negotiate issues and recommendations towards a consensus.

58. Another risk is inadequate funding. There is a risk that the flow of financial resources will not be even, at the right amounts, or timely. This risk could compound the already limited absorptive capacity to carry out the extensive mainstreaming and activities planned under the project. Inadequate funding also risks institutional and organizational continuity as well as foregoes the potential to realize economies of scale. However, this risk can be avoided or minimized by spreading roles and responsibilities to partner government agencies and expert non-state organizations. During the project preparation phase, careful consideration and negotiation with the respective government ministries and agencies was undertaken to identify incentives and secure long-term commitment to active project participation and project deliverables. This includes mobilizing financial resources from national sources.

D. Partnerships

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

D.1 Stakeholder Engagement Plan

60. This project was developed on the basis of consultations with a number of stakeholder representatives, beginning with the preparation of the project concept through the Project Identification Form (PIF). Subsequent to the approval of the PIF and provision of a project preparation grant (PPG), further consultations were undertaken with key stakeholder representatives to develop the project document and negotiate agreement among all stakeholders towards a shared vision and expectations under the project. The draft project document was also presented and discussed at a Validation workshop on 22 January 2018. The validation workshop was well represented, with stakeholders from various States in Sudan and over 70 participants, 60 percent of which were women. The States are an important set of project stakeholders, with representatives from state governments expected to play an active role in implementing project activities. For example, state focal points and their institutions played a key role in elaborating and improving modalities for implementation of the National Adaptation Plan and integration into development planning at both national and state level. See Annex G for the complete Stakeholder Engagement Plan.

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

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

63. Each State has a State Council for Environment and Natural Resources that is responsible for environmental issues. They play a vital role is working with the national government to carry out and

ensure compliance with national laws and regulations, as well as having strong ties with civil society and locally-based non-state organizations.

64. In addition to participation from government representatives, other key stakeholders include the private sector and academic institutions. Other non-state stakeholders have played and are envisaged to continue to play an important role in ensuring that the project remains focused on-the-ground realities and expectations as well as focused on Rio Convention obligations. Community-based organizations could play an important role in sustainable development of regions by taking into account local culture and traditions. Informal stakeholders (citizens' groups, professional networks, etc.) will be engaged through awareness raising activities to illustrate synergies between their respective activities and those of the project as well as build broad political support and commitment.

65. Taking an adaptive and collaborative management approach to execution, the project will ensure that key stakeholder representatives are involved early and throughout project implementation as partners for development. This includes their participation in the Project Steering Committee, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities.

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

D.2 Gender Equality and Empowering Women

67. Gender is not a major issue in Sudan as reflected by a policy that reserves one quarter of the positions in the national parliament for women. This percentage is surpassed in 2016, where 31.6% of women are represented in the national parliament (UNDP, 2016). Notwithstanding, there remains a number of important gender disparities in education, health care, economic development, and women suffer more from environmental degradation than men. For example, generally women exit school when they reach puberty, only learning basic reading, writing, and math. Women have limited access to credit, and make up over 60 percent of the country's most vulnerable poor. Violence against Women and Girls is prevalent and a critical factor hindering social development. Additionally, Sudan is one of very few countries that are not a signatory on the Convention on the Elimination of All Forms of Discrimination against Women. Although many challenges remain, Sudan has made progress on promoting gender equality. For example, as a result of provisions within the Interim National Constitution and the Elections Act of 2008 that mandate 25% representation of women in parliament, women's political participation has increased to over 28% (UN Women , 2016).

68. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability and towards the integration of the gender aspect in its policies, programmes and operations. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

    a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
    b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
    c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

69. The GEF also requires its agencies to have their own accredited gender policy. UNDP's 2018-2021 Strategic Plan calls for projects implemented by UNDP to meet high standards to meeting gender

equality criteria. The UNDP Gender Strategy 2014 – 2017 provides guidance on how to integrate gender in all UNDP supported activities. Particularly in the promotion of biodiversity-based income generating activities, gender will be monitored in order to particularly concentrate on those activities most beneficial for the most vulnerable groups, such as women, youth, children, the elderly, and landless and displaced people. In the context of Free and Prior Informed Consent, attention will be given to the voice of these vulnerable groups in decentralized planning and consultation frameworks.

70. Notwithstanding, this is not to be misinterpreted that the GEF will finance activities that promote gender equality. This is not an eligible use of GEF finance, but rather a new requirement of the strategic design of GEF-financed projects since April 2011. Gender issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Gender sensitive indicators will be monitored as per good practice in order to ensure that gender does not become a marginalized issue (Demetriades, 2007; Moser, 2007).

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

72. At the time of project initiation, a Gender Action Plan will be prepared and UNDP gender markers will be tracked. These will be tracked on an annual basis as part of the Annual Progress Report/Project Implementation Review. Other gender-relevant markers will be identified and tracked as appropriate:

    - Total number and percentage of full-time project staff that are women
    - Total number and percentage of Project Steering Committee members that are women
    - The number and percentage of jobs created by the project that are held by women
    - Total number and percentage of women that actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings

D.3 South-South and Triangular Cooperation

73. This project's approach to South-South and Triangular Cooperation is to encourage and strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. South-South and Triangular Cooperation will be achieved by coordinating this project with on-going projects in the area. More specifically, during implementation, related initiatives will be identified and lessons learned will be incorporated into implementation. One such project that will help inform this CCCD project is Madagascar's *Strengthening national capacities to meet global environmental obligations with the framework of sustainable development priorities* which aims to strengthen capacities for multi-sectoral, coordinated, and decentralized management of the environment to achieve the objectives of the Rio Conventions.

74. Sharing knowledge between countries will help achieve and sustain outcomes under this project by helping this project to a) preemptively address known problems, b) reduce the learning curve, and c) promote efficient use of resources by focusing efforts on proven techniques. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from Sudan' experience.

75. Sudan is a member of the Inter-governmental Authority on Development (IGAD), an eight-country trade bloc in Africa. IGAD member governments are Djibouti, Ethiopia, Eritrea, Kenya, Somalia, Sudan, South Sudan, and Uganda, with headquarters based in Djibouti. IGAD aims to expand the areas of regional cooperation, increase the members' dependency on one another, and promote policies of peace and stability in the region in order to attain food security, sustainable environment management and sustainable development.

76. Sudan is also a member of the Common Market for Eastern and Southern Africa (COMESA) which was formed to serve as an organization of free independent sovereign States that have agreed to cooperate in developing their natural and human resources for the good of all their people. The objectives of COMESA reflect its priorities to promote sustainable economic development. These include, among others, to attain sustainable growth and development of the member States by promoting a more balanced and harmonious development of its production and marketing structures; and to co-operate in the creation of an enabling environment for foreign, cross border and domestic investment including the joint promotion of research and adaptation of science and technology for development. The member States of COMESA are: Burundi, the Comoros, the Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Sudan, Swaziland, Seychelles, Uganda, Zambia and Zimbabwe.

D.4 Linkages with other Partners and Initiatives

77. The design of this project takes into account a number of development partners that are carrying activities similar to those planned under this project, including but not limited to the European Union, International Fund for Agricultural Development, Japan International Cooperation Agency (JICA), United Kingdom's Department for International Development, United Nations Environment Programme (UNEP). The project will coordinate activities to ensure that there is no duplication of effort with other GEF-financed projects. Very importantly, the implementation of the project will be carried out through a flexible and adaptive collaborative management approach to create cost-effective synergies with other projects underway and/or planned. These include the projects Promoting Use of Electric Water Pumps for Irrigation (UNDP/GEF, US$ 5 million) and Sudan Livestock and Rangeland Resilience Programme (IFAD/GEF/LDCF, US$ 10.1).

78. Another important project is the European Union's Global Climate Change Alliance project will be carrying many complementary activities in the field. Similarly, UNEP is also carrying out an extensive programme of capacity building in Sudan, which includes strengthening the role of women to address the natural resource management challenges in their communities. UNEP has also engaged with Sudanese tribes and traditional leaders, among others, to help strengthen community management and livelihood challenges. JICA's current support to Sudan is a capacity development project for an irrigation scheme in the River Nile State, which is due to close at the end of 2019. During the implementation of the CCCD project, every effort will be made to explore synergies and to eliminate inappropriate overlap or redundancies with parallel projects.

Table: Key projects and initiatives currently under implementation

Project title	Funding Partners	Time Scale	Investment (million US$)	Description
Integrated solution to agricultural sector program	Government of Sudan	2014-2019	217.1	This extensive national programme covers all 18 states in Sudan, focusing on improving water harvesting and conservation infrastructure, supplementary irrigation, and improved agricultural practices to increase and stabilize crop yields.

Project title	Funding Partners	Time Scale	Investment (million US$)	Description
Electrification of pump irrigation schemes in River Nile, Northern State, White Nile, Sennar State	Government finances	2015-2019	166.6	This largely infrastructure development project focuses on the electrification of pumps, improving irrigation efficiency and cost-effectiveness, and increasing crop productivity. This will include the rehabilitation of 45 large schemes.
The Livestock Marketing and Resilience Programme	IFAD	2015-2022	119.1	This project will help revive Sudan's livestock industry, optimize the use of diminishing natural resource base under threat from climate change and address wide spread rural poverty.
Great Green Wall Initiative	World Bank, UNEP, World Food Programme, GEF	2015-2020	100.0	This project focuses on greening an approximate 4,400 mile east-west axis of the African continent as a defense against rapid, expanding desertification of the Sahara.
Building resilience in the face of climate change within traditional rain fed agricultural and pastoral systems in Sudan	GCF, Government of Sudan	2017-2022	42.65	The project sets out to improve access to water resources, improve resilience to food production systems, and strengthen capacities and knowledge of institutions and communities on climate change resilience and adaptation
Integrated Water Resources Management (IWRM) as an approach for building resilience for adaptation to climate change in Sudan	UNDP/GEF	2015-2019	33.43	The focus of this project is to build up the resilience to impacts of climate change of rain-fed farmland and pastoral landscapes in the states of West Kordofan and South Kordofan by reinforcing technical and operational capacities for sustainable water resource management.
Climate Risk Finance for Sustainable and Climate Resilient Rain-Fed Farming and Pastoral Systems	UNDP/GEF Private Sector	2014-2018	24.5	The focus of this project has been to provide technical training and demonstrations on climate risk finance as a strategy to increase climate resilience of rain-fed farming and pastoral communities in regions of high rainfall variability
Integrated Solution Project	Government of Sudan	2015-2021	20.0	This project introduces and demonstrates best applicable technological practices for communities to adapt to the impacts of climate change, with a particular focus on crop, soil and water management, particularly water supply for agricultural purposes
Adapt for Environment and Climate Resilience in Sudan	DfID	2015-2019	12.0	The capacity building activities of this project are to increase understanding and integration of climate resilience and environmental management into delivery, plans and policy in Sudan
Rehabilitation of Rangelands	UNDP/GEF	2015-2019	10.6	The aim of this project is to improve capacities to design and implement policy measures to rehabilitate key degraded rangelands through, among others, pilot schemes, diversifying livelihoods, better natural resource management practices.
Climate Change	European Union Global Climate Change Alliance	2018-2022	10.43	This programme will finance a number of projects that are to improve the ability of rural communities living in the remote areas of North Darfur, Kassala, River Nile and Northern States to respond to the challenges posed by climate change. This will be achieved through the protection and better management of farmlands, forests and rangeland in areas of serious environmental degradation affecting

Project title	Funding Partners	Time Scale	Investment (million US$)	Description
				people, agriculture, livestock, forestry and ecosystems. Projects under this programme will also promote the use of renewable energy by introducing solar energy water pumps for irrigation and fuel-efficient stoves or biogas for efficient cooking thus reducing the demand for firewood. The project will be implemented by the Netherlands Red Cross in partnership with the Spanish, Danish, and Swedish Red Cross, Cooperazione Italiani (COOPI), and the Sudanese Environment Conservation Society. Important project stakeholders include local authorities and institutions that will receive learning-by-doing training on, among others, the preparation of environmental management plans.
Enhancing the Resilience of Communities Living in Climate Change Vulnerable Areas of Sudan Using Ecosystem-based Approaches to Adaptation	UNEP, HCENR	2016-2019	4.8	An expected result of this project is to increase the resilience of livelihoods to the impacts of climate change in the White Nile State through ecosystem-based approaches to adaptation and environmental mainstreaming.
Conservation and Sustainable Use of Biodiversity	UNDP/GEF	2015-2019	4.4	This project will establish and rehabilitate new protected areas. Particular attention will be given to documenting indigenous knowledge as it relates to supporting the sustainability of biodiversity conservation in forests and rangeland, including the management of invasive species.
Control of Land Degradation in the Gum Arabic Belt	UNEP/GEF	2015-2019	3.0	This project sets out to restore the gum Arabic belt, promoting livelihood through agro-silvo pastoral systems and rehabilitating degraded lands in the belt.
Leapfrogging Sudan's markets to more efficient lighting and air conditioners	UNDP/GEF	2018-2021	2	This project will address the challenges of radically transforming Sudan's markets for energy efficient lighting and air-conditioners. A particular benefit of the project is to decrease poverty.
Third National Communication and First Biennial Update Report to the United Nations Framework Convention on Climate Change	UNDP/GEF	2016–2020	1.35	The project will enable Sudan to strengthen national capacities in relation to measuring; reporting and verification of the progress achieved in the implementation of Sudan's obligations and will assist Sudan to prepare its Third National Communication and First Biennial Update Report.

79. The Project Steering Committee that will be created to oversee project implementation will also serve to facilitate active participation in project activities from the above-mentioned project stakeholders and ensure that recommendations and negotiated agreements will be deemed legitimate by the respective institutions of the participating stakeholder. Consultations with the project managers of the above-mentioned projects will reveal further complexities, potential synergies and conflicts with the proposed project activities. These consultations will also begin the formal process of in-country coordination with related donor-funded projects that will continue throughout the project implementation phase in order to capitalize on emerging synergies. Completed GEF and other projects

will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices.

D.5 Sustainability and Scaling Up

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

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

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

83. Replication will also be supported by raising awareness of the project throughout Sudan. This project will facilitate this through awareness-raising workshops with key stakeholders from the local and regional government, the private sector, academia, civil society and the media with the purpose of helping them to write articles about the environment. The public service announcements on radio and television also serve the purpose of popularizing the project with the public in order to generate greater support and demand for replication activities.

E. Project Results Framework

This project will contribute to the following Sustainable Development Goal (s): *7, 8, 9, 11, 12, 13, 14, 15, and 17*
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes.
Relevant CPD Output 3.3: Policies for sustainable use of natural resources supported.
This project will be linked to the following output of the UNDP Strategic Plan: Outcome 2: Accelerate Structural Transformation for Sustainable Development.
Expected SP Output(s): 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
Project Objective: To strengthen targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities	Mandatory Indicator 1: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production[4]	• Planners and decision-makers, particularly at the local level do not fully appreciate the value of the Rio Conventions and the use of net present value to determine value leads to heavy discounting of the global environment • Despite the presence of a number of capacity development interventions, absorptive capacity is low and insufficiently institutionalized • Notwithstanding that Sudan is undertaking a number of interventions to strengthen its capacities for energy transformation. Sudan is also exploring and testing as part of other interventions that are appropriately innovative and gender-responsive	• Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions • Future planning and development will account for the true value of environmental goods and services • Increased capacity within relevant stakeholder groups to address Rio Convention obligations • Gender equality targets per UNDP 2018-2021 Strategic Plan are met	**Means of Verification:** • GEF Cross-Cutting Capacity Development Scorecard • Meeting Minutes • Working Group meeting reports • UNDP quarterly progress reports • Independent final evaluation reports • Rio Convention national reports and communications • Strategic documents detailing the new valuation tools • EDIMS **Risks/Assumptions:** • The project will be executed in a transparent, holistic, adaptive, and collaborative manner • Policy and institutional reforms and modifications recommended by the project and EDIMS are politically, technically, and financially feasible • Improving the valuation process will help decision-making relating to the global environment become more

[3] The Provisional Multi-Year Work Plan in Annex A provides information on the preliminary suggested timeframes to undertake project activities, included target milestones and output deadlines.

[4] This corresponds to IRRF 2018-2021 Outcome 2 indicator 2.7 at the project objective level.

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
		solutions in the pursuit of sustainable development. In both these cases, the baseline is artificially set at zero.		inclusive, legitimate, and robust • Planners and decision-makers are resistant to adopt new attitudes towards the global environment
	Mandatory Indicator 2: Gender-responsive legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.	The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.	• At least one by-law or legal instrument has been developed or strengthened • At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements. • At least 75% of government technical staffs have actively engaged in the technical trainings on innovative approaches to implement Rio Convention obligations	**Means of Verification:** • GEF Cross-Cutting Capacity Development Scorecard • Meeting Minutes • Working Group meeting reports • UNDP quarterly progress reports • Independent final evaluation reports • Rio Convention national reports and communications • Strategic documents detailing the new valuation tools **Risks/Assumptions:** • Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible
	Mandatory Indicator 3: Number of additional people benefitting from enhanced absorptive capacities and strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste	• The baseline for number of people and communities benefitting from enhanced absorptive capacities and strengthened livelihoods is also artificially set at zero.	• At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation) • The project will seek to identify new (at least one) partnerships for the sustainable financing of natural resource management at the national and sub-national levels with the project identifying new and additional people (at least 30) and communities (at least three) benefitting from new relevant livelihoods in the related areas of natural resource management.	**Means of Verification:** • Meeting Minutes • Working group and workshop reports and products **Risks/Assumptions:** Project beneficiaries demonstrate a fundamental improvement in their understanding of the issues and are pre-disposed to adopt new and alternative approaches to meet their livelihood needs

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
	Indicator 4: Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened	• Sudan's institutional arrangements for environmental management are limited • There is poor institutionalization of environmental issues into national developmental planning and policy-making • In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. • Lack of effective national coordination • General lack of awareness for the public in general, within sectoral institutions, and all the way up • At present, there is an insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development	• Strengthened policy and legal instruments • Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions • Early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends • Environmental attitudes and values for the global environment are improved • NCSA is updated by month 42	**Means of Verification:** • UNDP quarterly progress report • Capacity Development Scorecard • Independent final evaluation reports • Meeting Minutes • Working Group meeting reports • UNDP quarterly progress reports • Independent final evaluation reports • Rio Convention national reports and communications • GEF Cross-Cutting Capacity Development Scorecard **Risks/Assumptions:** • Internal resistance to change • Political commitment to apply institutional reforms • The project will be executed in a transparent, holistic, adaptive, and collaborative manner • Government staff and non-state stakeholder representatives are actively engaged in the project • Frameworks developed by the project are politically, technically, and financially feasible
Component/ Outcome[5] 1 Strengthened policy and legal instruments.	Indicator 5: Policy and legal instruments are strengthened to catalyze the use of natural resource considerations in decision-making.	There is poor institutionalization of environmental issues into national developmental planning and policy-making	• SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement	**Means of Verification:** • SWOT analysis, assessment and recommendations report • By-laws and operational guidance

[5]Outcomes are short to medium term results that the project makes a contribution towards, and that are designed to help achieve the longer term objective. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
			• Policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws	**Risks/Assumptions:** • Reports and analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives • Members of the working group will be comprised of proactive experts and project champions • Institutions and working groups are open to proposed agreements and there is no active institutional resistance • Enabling policy and legislation in place to support the signing of an appropriate agreement • Institutions follow through on commitments under an appropriate agreement
Component/ Outcome 2 Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions.	Indicator 6: Consultative and decision-making processes for sector mainstreaming of Rio Convention obligations are strengthened.	• There is frequent overlap of responsibilities leading to actions that are incongruous to the environmental management efforts of other actors • Limited institutional capacity, particularly at the state level, to manage, coordinate and follow-up on the national implementation of the Rio Conventions and other donor-funded projects	• In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation • Consultative and decision-making processes strengthened	**Means of Verification:** • Information-sharing and collaborative agreements, inter-ministerial committees on MEAs, and non-governmental consultative committees that include the private sector, NGOs, and academia. **Risks/Assumptions:** • Lack of commitment of key stakeholders within institutions • Institutions and workings groups are open to proposed coordination agreements and there is no active institutional resistance
	Indicator 7: Targeted updating and streamlining of institutional mandates and enhanced monitoring and compliance arrangements	• Sudan's institutional arrangements for environmental management are inadequate	• Institutional mandates to facilitate and catalyze long-term action to meet global	**Means of Verification:** • Signed agreements • Validation workshop reports

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
			environmental obligations are updated and streamlined • Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments	**Risks/Assumptions:** Stakeholders fully participate in inter-agency collaboration and improving and aligning the mandates of key institutions to institutionalize natural resource valuation.
	Indicator 8: Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals	• Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning	• High value sectoral development plan for pilot mainstreaming exercises selected by month 6 • Demonstration of best practices and early implementation completed by month 42 • Lessons learned culled and report prepared by month 42	**Means of Verification:** • One high value sectoral development plan piloted • Feasibility study • Lessons learned report • Photographs **Risks/Assumptions**: • Plan developed by the project is politically, technically, and financially feasible
Component/ Outcome 3 Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends.	Indicator 9: Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment	• Sudan's environmental information monitoring and management system is inadequate, with outdated technology and methods • There are insufficient technical trainings and transfer of technology needs, barriers to access new and best practice knowledge, and inadequate awareness and understanding of the public of the importance of sound environmental management	• Institutional analysis and mapping • Best practice technological structures for data collection, storage, and sharing designed.	**Means of Verification:** • Lessons learned report and roadmap • Feasibility study • Institutional analysis and mapping report **Risks/Assumptions:** • Best practices and lessons learned from other countries are appropriately used • This feasibility study will be validated at the state, regional, and national levels. • Independent peer review of the options ensures that there are no conflicts of interest and that the selected arrangements for structuring the EDIMS remain the most cost-effective and institutionally sustainable.

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
	Indicator 10: Development of new and improved global environmental indicators for select high priority sectoral development plan	• Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning • Local environmental management and decision-making is suffering from poor data collection, management, and analysis.	• EDIMS monitoring plan is tested and finalized • Full set of data and other relevant indicators and information to include in the EDIMS selected and integrated into the EDIMS by month 30	**Means of Verification:** • Meeting minutes • Feasibility study • Peer reviewer comments • Indicators **Risks/Assumptions**: • Indicators developed by the project are technically sound
	Indicator 11: Early implementation of the integrated environmental data and information management system through a select sectoral plan	Technical and institutional capacities for environmental and natural resource management are inadequate and there is a need for capacity building.	• Targeted networking and updating of existing data and information management systems • Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development • EDIMS is updated based on testing so that it is fully functional by the end of the project and ready for post-project replication and scaling up.	**Means of Verification:** • Training material • Workshop attendance list • Technical manual • EDIMS is modified as needed • One or two environmental impact assessments • Lessons learned report **Risks/Assumptions:** • The various government authorities maintain commitment to the project and are open to change • Best practices and lessons learned from other countries are appropriately used
	Indicator 12: Resource mobilization strategy	• The government agencies responsible for the Rio Conventions have limited budgetary funds • The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities • There is a lack of financial	• Analysis of the economic instruments is drafted, peer reviewed, and completed by month 19 • Analysis is rated as high quality by at least 10 independent expert peer reviewers. • Pilot exercises are developed by month 23 • Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation • The draft is peer reviewed by at least 20 national experts, and	**Means of Verification:** • Feasibility study • Reviewer notes • Resource mobilization strategy **Risks/Assumptions:** • Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Expert peer reviewers follow through with quality reviews

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
		resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring	validated by month 42 • At least 50 representatives from the main stakeholder constituencies actively consulted on the draft • Resource mobilization strategy is approved by Project Steering Committee and Rio Convention focal points by month 44	• Strategy and plan developed by the project are politically, technically, and financially feasible
Component/ **Outcome 4** Improved environmental attitudes and values for the global environment	Indicator 13: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders	• Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciating the value of conserving the global environment. • The population in rural areas do not have an adequate understanding of global environmental issues • Despite the fact that many stakeholders are aware of the global environmental issues, they do not use the available information for decision-making or the development of strategic document • Currently, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development • The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and	• Project Launch and Results Conference held by months 3 and 44 • One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend • One-day Project Results Conference is held by month 44, over 100 participants attend • Two broad-based surveys are carried out by month 7 and by month 44(N>250 for each survey) • Baseline awareness report is prepared by month 7 • Project end awareness report is prepared by month 44 • Design of public awareness campaign is completed by month 8 • National and sub-national awareness-raising workshops held • Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13, the last by month 37	**Means of Verification:** • Working Group and workshop reports and products, including public awareness strategy and programme • Workshop and dialogue registration lists • Meeting minutes • Tracking and progress reports • Reports on social media indicators, e.g., website updates and unique site visits • Baseline awareness report • Public policy dialogues • Media awareness workshops • Private sector sensitization panel discussions **Risks/Assumptions:** • The various government authorities maintain commitment to the project • Survey respondents contribute their honest attitudes and values • Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time • Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue) • Media awareness workshops increase reporting in the popular literature on social and economic values of

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
		national socio-economic priorities	• At least five (5) media awareness workshops are held, each with at least 20 participating media representatives • At least three (3) private sector sensitization panel discussions are held	conserving Sudan's environment as well as the important losses associated with environmental degradation. • Private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives • Internal resistance to change • Non-state stakeholder representatives, in particular project champions, remain active participants in the project • Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way • The right representation from the various government ministries, departments, and agencies participate in project activities • There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities • Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness
	Indicator 15: Awareness is improved through brochures articles, public service announcement(s), and education modules.	• The population in rural areas do not have an adequate understanding of global environmental issues • At present, there is insufficient understanding of the value that the Rio Conventions can contribute	• Education module is prepared and approved by 14 • At least three (3) high schools have implemented the education module by month 39 • One PSA completed for television or radio by month 12, with the first airing by month 15.	**Means of Verification:** • Working Group and workshop reports and products, including education module • Meeting minutes • Tracking and progress reports • Participant registration lists • PSAs • Brochures and articles • Education module

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
		to national socio-economic development by facilitating environmentally sound and sustainable development	• At least 50 airings of the PSA on television or at least 100 airings of the PSA on radio, by month 34. • At least 12 articles on the relevancy of the Rio Conventions to Sudan's national socio-economic development published at least every two months with the first by month 6 • Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact	**Risks/Assumptions:** • Awareness module will be popular with teachers, students, and their parents • Awareness modules will be effective • Awareness module will be popular with civil servants • PSAs will be listened to and not skipped over • The content of PSAs will be absorbed • Articles published in the popular media will be read and not skipped over • Brochures will be read and the content absorbed
	Indicator 16: Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities	Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciating the value of conserving the global environment.	• Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. • Number of unique visits to the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation • Convene working group meetings among key agencies that have websites relevant to environmental governance and negotiate opportunities to improve the design and content of their respective webpages. • Create a Facebook page on environmental information and Rio Convention mainstreaming.	**Means of Verification:** • Facebook page on environmental information and Rio Convention- **Risks/Assumptions:** • Institutions and workings groups are open to reforms and there is no active institutional resistance
Component/ Outcome 5	Indicator 17: The NCSA is updated to reflect changes and new priorities to meet	• The NCSA was prepared in 2008	• Updated focal area assessments of capacity challenges to meet	**Means of Verification:** • Cross-cutting analysis

	Objective and Outcome Indicators	Baseline	End of Project Target[3]	Data Collection Methods and Risks/Assumptions
Updated National Capacity Self-Assessment (NCSA)	and sustain global environmental obligations, including other international development goals such as the post 2015-Sustainable Development goals.	• Since the NCSA, Sudan has undertaken several initiatives to address barriers in the NCSA. Despite the important contributions from various bilateral and multilateral development agencies however, Sudan continues to face a number of difficulties in meeting global environmental objectives.	and sustain Rio Convention obligations • Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities • Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan	• Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan **Risks/Assumptions:** • Survey respondents contribute their honest attitudes and values • The right representation from the various government ministries, departments, and agencies participate in project activities • Assessments are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Best practices and lessons learned from other countries are appropriately used • Expert peer reviewers follow through with quality reviews • Action Plan politically, technically, and financially feasible • Final Report is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • The approval process is transparent and deemed valid by all stakeholders

F. Monitoring and Evaluation (M&E) Plan

84. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

85. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP Monitoring and Evaluation (M&E) requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies[6].

86. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies. [7]

M&E Oversight and monitoring responsibilities:

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

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

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

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

[6] See https://www.thegef.org/gef/policies_guidelines
[7] See https://www.thegef.org/gef/gef_agencies

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

91. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Steering Committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

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

93. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support *ex post* evaluations undertaken by the UNDP Evaluation Resource Center[8] (ERC) and/or the GEF Independent Evaluation Office (IEO).

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

95. **Audit**: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.

Additional GEF monitoring and reporting requirements:

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

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

[8] The Evaluation Resource Center is housed in the Independent Evaluation Office of UNDP. Their website is http://erc.undp.org.

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

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

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

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

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

101. GEF Focal Area Tracking Tools: The tracking tool for this project is the Capacity Development Scorecard, which outlines a set of 15 indicators. The Capacity Development Scorecard will be used to monitor global environmental benefits. A baseline assessment of the scorecard was prepared by national stakeholders during a focus group, and annexed to the present project document. At the time of the terminal evaluation, the scorecard will be completed through stakeholder consultations and a focus group meeting. The terminal evaluation will include a comparative analysis of the baseline and end-of-project scorecards to make a number of appropriate inferences and conclusions. As a medium-sized project, there will not be a mid-term evaluation.

102. Periodic monitoring of implementation progress will be undertaken by the UNDP Country Office through the provision of quarterly reports from the Project Manager. Furthermore, specific meetings may be scheduled between the Project Management Unit (PMU)[9], the UNDP Country Office and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Steering Committee members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

103. Annual Monitoring will occur through the Project Steering Committee meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Project Steering Committee meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the Project Steering Committee, the Project Manager will prepare harmonized Annual Performance Report / Project Implementation Report (APR/PIR) and submit it to UNDP Country

[9] The Project Management Unit will be located on the premises of the Higher Council for Environment and Natural Resources

Office, the UNDP/GEF Regional Coordination Unit, and all Project Steering Committee members at least two weeks prior to the meeting for review and comments.

104. The APR/PIR will be used as one of the basic documents for discussions in the Project Steering Committee year-end meeting. The Project Manager will present the APR/PIR to the Project Steering Committee members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Manager will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and Project Steering Committee meetings are contained with the M&E Information Kit available through UNDP/GEF.

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

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

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

Mandatory GEF M&E Requirements and Budget:[10]

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget (US$)		Time frame
		Total GEF grant	Total UNDP Co-financing	
Inception Workshop	UNDP Country Office	10,000	5,000	One workshop to be carried out within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements	UNDP Country Office	None	None	Quarterly, annually
Risk management	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	None	None	Annually, before PIR
GEF Project Implementation Report (PIR)	Project Manager UNDP Country Office UNDP/GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	2,000	None	Annually before PIR (US$ 500 per year)
Lessons learned and knowledge generation	Project Manager	3,000	4,000	Annually (US$ 1,000 per year as part of project progress reports)
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP Country Office	None	None	On-going
Stakeholder Engagement Plan	Project Manager UNDP Country Office	None	None	On-going
Gender Action Plan	Project Manager UNDP Country Office UNDP GEF team	None	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	None	None	On-going
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager	2,000	None	Twice per year, financed through in-kind contribution of HCENR
Supervision missions	UNDP Country Office	None	None	To be determined
Oversight missions	UNDP/GEF team	None	None	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP/GEF team	None	None	To be determined

[10] These costs do not include project team staff time, UNDP staff time, or travel expenses, which may be charged to the GEF Agency Fee. For example, the cost of the Project Manager's contribution to these M&E tasks are covered by the budget allocated to his/her contract. A portion of these M&E tasks are allocated in the Project Management component of the project input budget.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget (US$)		Time frame
		Total GEF grant	Total UNDP Co-financing	
Terminal GEF Tracking Tool to be prepared by independent final evaluator	Independent Final Evaluation Consultant Project Manager	None	None	As part the terminal evaluation mission
Independent Terminal Evaluation[11] included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP/GEF team	None	25,000	At least three months before operational closure
Translation of Terminal Evaluation report into English	UNDP Country Office	3,000	3,000	At least two months before operational closure.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		*US$ 20,000*	*US$ 37,000*	

[11] Exceptionally, the terminal evaluation will be financed by UNDP's cash contribution to the project.

G. Implementation and Management Arrangements

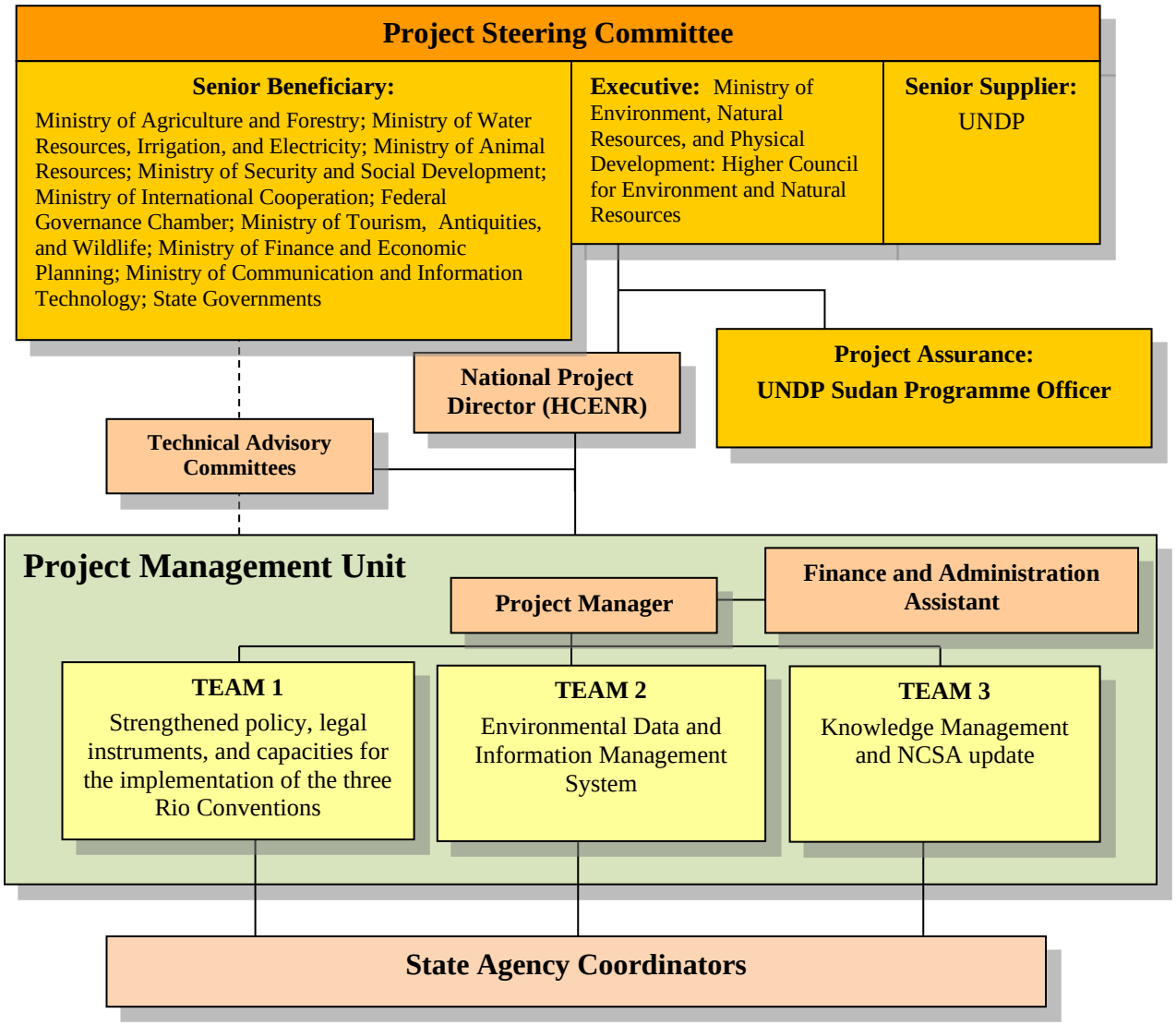
108. Roles and responsibilities: The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Sudan, and the Country Programme.

109. The **Implementing Partner** for this project is the Higher Council for Environment and Natural Resources. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The Implementing Partner is responsible for:

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

The project's organizational structure is as follows:

Project Organizational Structure



110. **Project Steering Committee**: The Project Steering Committee is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Steering Committee, final decision shall rest with the UNDP Programme Manager. The Project Steering Committee will meet at least twice each year to review project progress, approve project work plans and approve major project deliverables. Specific responsibilities of the Project Steering Committee include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager
- Provide guidance on new project risks, and agree on possible counter-measures and management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the work plan;
- Provide *ad hoc* direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.
- Ensure coordination between various donor funded and government funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Approve annual project work plans and budgets, at the proposal of the Project Manager;
- Approve any major changes in project plans or programmes;
- Oversee monitoring, evaluation and reporting in line with GEF requirements;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Negotiate solutions between the project and any parties beyond the scope of the project; and
- Ensure that the UNDP Social and Environmental Safeguards Policy is applied throughout project implementation; and, address related grievances as necessary.

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

112. **Executive**: The Executive for this project is represented by the Under-Secretary of the Ministry of Environment, Natural Resources, and Physical Development. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities: (as part of the above responsibilities for the Project Steering Committee)

- Ensure that there is a coherent project organizational structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;

- Brief relevant stakeholders about project progress;
- Organize and chair Project Steering Committee meetings.

113. **Senior Supplier**: The Senior Supplier for this project is UNDP, who represents the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Project Steering Committee is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role will have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Specific Responsibilities (as part of the above responsibilities for the Project Steering Committee)

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

114. **Senior Beneficiary**: The Senior Beneficiary for this project will be the ministries and agencies that represent the interests of those who will ultimately benefit from the project. These may include Ministry of Agriculture and Forestry; Ministry of Water Resources, Irrigation, and Electricity; Ministry of Animal Resources; Ministry of Security and Social Development; Ministry of International Cooperation; Federal Governance Chamber; Ministry of Tourism, Antiquities, and Wildlife; Ministry of Finance and Economic Planning; Ministry of Communication and Information Technology; and State Governments

115. The Senior Beneficiary's primary function within the Project Steering Committee is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society.

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

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

117. **Project Manager**: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Higher Council of Environment and Natural Resources and with the support of the Project Steering Committee and UNDP. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be recruited per UNDP procurement guidelines and procedures. Annex C outlines the key terms of reference for the Project Manager. Specific responsibilities include:

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

118. **Project Assurance**: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Steering Committee and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Steering Committee cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency.

119. **Project Management Unit:** The Project Management Unit (PMU) will be set up on the premises of the Higher Council for Environment and Natural Resources with the host the Project Management Unit. UNDP as the Senior Supplier will provide material support and services as described above to the cost-effective functioning of the PMU, which will be responsible for the day-to-day management of project activities and sub-contracting (as appropriate) of specific tasks to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a Project Manager and supported by a part-time Finance and Administrative Assistant. The Project Steering Committee will provide support to the PMU in order to facilitate and catalyze smooth project implementation, in particular active government stakeholder engagement.

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

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

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

- Review planned activities and ensure that they are technically sound and that, wherever possible, there is integration and synergy between the various project components during planning and implementation;
- Promote technical coordination between institutions, where such coordination is necessary and where opportunities for synergy and sharing of lessons exist;
- Provide technical advice and guidance on specific issues;
- Share information on project progress and lessons learned with related stakeholders at the national level;
- The TAC or a subset of its members may be requested to undertake specific project-related tasks, such as preparing or reviewing analytical reports, strategies and action plans, etc.;
- Other tasks as indicated by the Project Steering Committee

123. **State Agency Coordinators**. Agency coordinators or focal points and their institutions in each of the 18 States will play a key role to helping organize and implement project activities with the support of the Project Manager. The coordinators will help ensure that the learning-by-doing training workshops are tailored to the particular priorities of each state, particular in terms of the mainstreaming exercises and technical capacity gaps and weaknesses to be strengthened.

H. Financial Planning and Management

H.1 Cost-effectiveness

124. The cost-effectiveness of this project is a crucial part of the project strategy. One design feature that will ensure cost-effectiveness is the project's strategy to build upon a significant baseline of

commitment to participate in training and learning-by-doing exercises on Rio Convention mainstreaming.

125. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of financings.

126. Another important indicator of cost-effectiveness is the very low percentage of the GEF grant being used for project management, (approximately 9.5%). The project will also ensure cost-effectiveness through integrating project activities with those of development partners to achieve cost-effectiveness and capitalize on synergies. Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness. Working with existing organizations (especially NGOs) as delivery mechanisms for project support to commune stakeholders will allow the project to capitalize on their expertise and their relationship with the community.

127. Finally, lessons learned from baseline projects will be incorporated into the project implementation so that GEF resources can be used in the most efficient manner. Cost effectiveness was initially increased during the PPG Phase by incorporating lessons learned to inform the project design.

128. The total cost of the project is US$ 2,100,000. This is financed through a GEF grant of US$ 1,000,000, with cash co-financing in the amount of US$ 100,000 from UNDP and US$ 1,000,000 in in-kind co-financing from the Government. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

129. The HCENR is providing in-kind contribution to the project in the amount of US$ 1,000,000. This contribution is based on an estimate of the significant stakeholder engagement and contribution that government staffs and other national stakeholders will make to carrying out project activities such as the learning-by-doing training workshops. The in-kind contribution is also estimated on the basis of the costs of convening workshops and meetings at government venues.

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

Co-financing source	**Co-financing type**	**Co-financing amount**	**Planned Activities/Outputs**	**Risks**	**Risk Mitigation Measures**
UNDP	Cash	100,000	UNDP will provide financial support to carry out activities under Component 4: Knowledge management; Component 5: Updating the National Capacity Self-Assessment; and Project Management	Funds are being provided through TRAC funds. The only risk is that some urgent unplanned circumstance results in the non-availability of this co-financing. This risk is rated low.	The project activities that would benefit from this co-financing would be scaled back appropriately
Government of Sudan	In-Kind	1,000,000	In-kind co-financing will be used largely in the form of stakeholder participation in the many workshops, as	The risk of securing this co-financing is possible should the government decide not	This project is designed to engage a high number and diversity of stakeholders, in

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
			well as to cover the relevant transportation costs. Most, if not all workshops will be hosted in venues made available by government institutions.	to actively engage in project activities. This risk is low.	particular at the state level. This serves to reinforce the validity and legitimacy of the project with stakeholders.

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

132. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the Project Manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering Committee. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP/GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

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

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

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

136. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Steering Committee meeting. The Implementing Partner through a Project Steering Committee decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

137. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the Project Steering Committee following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file[12].

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

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

[12] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

I. Total Budget and Work Plan

Atlas Proposal or Award ID:	**00111400**	**Atlas Primary Output Project ID:**	**00110463**
Atlas Award Title:	**Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations**		
Atlas Business Unit	**SDN10**		
Atlas Primary Output Project Title	**Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations**		
UNDP-GEF PIMS No.	**5798**		
Implementing Partner	**Ministry of Environment, Natural Resources, and Physical Planning: Higher Council for Environment and Natural Resources (HCENR)**		

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
COMPONENT 1: Policy and Regulatory Framework	**HCENR**	**62000**	**GEF**	71400	Contractual Services: Individuals	34,000	6,000	6,000	3,000	49,000	*1*
				71200	International Consultants	1,500	500	500	500	3,000	*2*
				71600	Travel	4,500	1,500	1,500	500	8,000	*3*
				72100	Contractual Services: Companies	4,000	1,500	1,500	500	7,500	*4*
				72300	Materials & Goods	1,000	500	500	500	2,500	*6*
					GEF Sub-total Outcome 1	**45,000**	**10,000**	**10,000**	**5,000**	**70,000**	
					Total Outcome 1	**45,000**	**10,000**	**10,000**	**5,000**	**70,000**	

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
COMPONENT 2: Institutional Mainstreaming	**HCENR**	**62000**	**GEF**	71400	Contractual Services: Individuals	87,000	30,000	21,000	21,000	159,000	*1*
				71200	International Consultant	3,500	1,500	1,000	1,000	7,000	*2*
				71600	Travel	11,500	6,000	6,000	6,000	29,500	*3*
				72100	Contractual Services: Companies	10,000	6,000	6,000	6,000	28,000	*4*
				72300	Materials & Goods	3,000	1,500	1,000	1,000	6,500	*6*
					GEF Sub-total Outcome 2	**115,000**	**45,000**	**35,000**	**35,000**	**230,000**	
COMPONENT 3: **EDIMS**	**HCENR**	**62000**	**GEF**	71400	Contractual Services: Individuals	38,000	52,000	11,500	30,000	131,500	*1*
				71200	International Consultant	2,000	4,000	1,000	2,000	9,000	*2*
				71600	Travel	2,500	5,000	2,000	3,000	12,500	*3*
				72100	Contractual Services: Companies	17,000	24,000	12,000	22,000	75,000	*4*
				72300	Materials & Goods	2,500	5,000	1,500	3,000	12,000	*6*
				72800	Information Technology Equipment	15,000	30,000	5,000	5,000	55,000	*7*
					GEF Sub-total Outcome 3	**77,000**	**120,000**	**33,000**	**65,000**	**295,000**	
					Total Outcome 3	**77,000**	**120,000**	**33,000**	**65,000**	**295,000**	

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
COMPONENT 4: Knowledge Management	**HCENR**	**62000**	**GEF**	71400	Contractual Services: Individuals	15,000	25,000	15,000	25,000	80,000	*1*
				71200	International Consultant	1,500	1,500	1,500	1,500	6,000	*2*
				71600	Travel	4,000	8,000	3,000	5,000	20,000	*3*
				75700	Training, Workshops and Conferences	4,000	8,500	4,000	5,000	21,500	*5*
				72100	Contractual Services: Companies	15,000	15,000	2,500	2,500	35,000	*11*
				72600	Grants	-	6,000	3,000	3,000	12,000	*8*
				72300	Materials & Goods	2,500	6,000	5,000	7,000	20,500	*6*
					GEF Sub-total Outcome 4	**42,000**	**70,000**	**34,000**	**49,000**	**195,000**	
	HCENR	**40000**	**UNDP**	71600	Travel	3,000	1,000	1,000	3,000	8,000	*3*
				75700	Training, Workshops and Conferences	5,000	1,500	1,500	5,000	13,000	*5*
				72300	Materials & Goods	1,000	1,000	1,000	1,000	4,000	*6*
					UNDP Sub-total Outcome 4	**9,000**	**3,500**	**3,500**	**9,000**	**25,000**	
					Total Outcome 4	**51,000**	**73,500**	**37,500**	**58,000**	**220,000**	

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
COMPONENT 5:				71400	Contractual Services: Individuals	-	-	30,000	13,000	43,000	*1*
				71200	International Consultant	-	-	7,000	5,000	12,000	*2*
				71600	Travel	-	-	10,000	7,000	17,000	*3*
				72100	Contractual Services: Companies	-	-	10,000	10,000	20,000	*9*
	HCENR	**62000**	**GEF**	74200	Audio Visual & Print Prod Costs	-	-	6,000	3,000	9,000	*10*
NCSA Update				75700	Training, Workshops and Conferences	-	-	14,000	5,000	19,000	*5*
					GEF Sub-total Outcome 5	**-**	**-**	**77,000**	**43,000**	**120,000**	
				71600	Travel	-	-	5,000	1,000	6,000	*3*
				74200	Audio Visual & Print Prod Costs	-	-	500	500	1,000	*10*
	HCENR	**40000**	**UNDP**	75700	Training, Workshops and Conferences	-	-	6,000	2,000	8,000	*5*
					UNDP Sub-total Outcome 5	**-**	**-**	**11,500**	**3,500**	**15,000**	
					Total Outcome 5	**-**	**-**	**88,500**	**46,500**	**135,000**	

GEF Component/ Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
PROJECT MANAGEMENT	**HCENR**	**62000**	**GEF**	71300	Local Consultants: Project Manager and Finance/Administrative Assistant	13,500	13,500	13,500	13,500	54,000	*12*
				71200	International Consultant	-	-	-	25,000	25,000	*13*
				75700	Training, Workshops, Conferences	250	250	250	250	1,000	*4*
				71600	Travel	250	250	250	250	1,000	*14*
				74100	Professional Services	500	500	500	500	2,000	*15*
				74500	Miscellaneous Expenses	250	250	250	250	1,000	*16*
				74596	Services to projects - GoE	1,500	1,500	1,500	1,500	6,000	*17*
					GEF Sub-total Project Management	**16,250**	**16,250**	**16,250**	**41,250**	**90,000**	
	HCENR	**40000**	**UNDP**	71300	Local Consultants: Project Manager and Assistant	11,000	11,000	11,000	11,000	44,000	*12*
				75700	Training, Workshops, Conferences	250	250	250	250	1,000	*5*
				74200	Audio Visual & Print Prod Costs	500	500	500	500	2,000	*10*
				71600	Travel	500	1,000	1,000	500	3,000	*18*
				72200	Equipment and Furniture	2,500	2,000	1,000	500	6,000	*19*
				74500	Miscellaneous Expenses	500	500	500	500	2,000	*16*
				74700	Transport, Shipping and Handling	500	500	500	500	2,000	*20*
					UNDP Sub-total Project Management	**15,750**	**15,750**	**14,750**	**13,750**	**60,000**	
					Total Project Management	**32,000**	**32,000**	**31,000**	**55,000**	**150,000**	
					GEF TOTAL	**295,250**	**261,250**	**205,250**	**238,250**	**1,000,000**	
					UNDP TOTAL	**24,750**	**19,250**	**29,750**	**26,250**	**100,000**	
					PROJECT TOTAL	**320,000**	**280,500**	**235,000**	**264,500**	**1,100,000**	

Budget Notes:

1	Specialists and Experts - National consultants to prepare technical analyses and facilitate learning-by-doing workshops
2	International Capacity Development Specialist to provide technical backstopping
3	Per diem and travel costs for Workshop participants
4	Sub-contracts to organize and convene trainings and workshops, which includes bilateral and small focus group meetings, for learning-by-doing workshops, and related training exercises. These will be sub-contracted under budget code 72100.
5	The organization and convening of meetings and workshops that will be directly procured under budget code 75700.
6	Securing and preparation of technical materials
7	Procurement of information communication technology necessary to set up the EDIMS
8	Grant for the organization of high school environmental competition. Grants will be allocated in line with the UNDP guidance on the micro-capital grants.
9	Carrying out of baseline and end-of-year survey
10	Publication and Printing costs of key project reports
11	Sub-contract for the creation of a public service announcement
12	Project Manager and Finance and Administrative Assistant
13	Independent consultant to conduct the terminal evaluation
14	Travel for the international consultant
15	Audit of project finances
16	Miscellaneous expenses
17	Direct Project Services Cost: per Letter of Agreement. See Annex H. DPC are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Price List or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations. DPCs will be detailed as part of the annual project operational planning process and included in the yearly budgets. DPC costs can only be used for operational cost per transaction. DPCs are not a flat fee.
18	Local transportation in Khartoum for project staff
19	Setting up of the Project Management Unit
20	Costs associated with the transportation and handling of project equipment, materials, and supplies

J. Legal Context

140. This project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Sudan and the United Nations Development Programme (UNDP), signed by the parties on 24 October 1987. All references in the SBAA to "Executing Agency" shall be deemed to refer to as the "Implementing Partner."

141. This project will be implemented by the Ministry of Environment, Natural Resources, and Physical Development through the Higher Council for Environment and Natural Resources ("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.

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

K. Intellectual Property Rights, Use of Logo, and Disclosure of Information

143. To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[13] and the GEF policy on public involvement.

[13] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

L. Risk Management

144. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

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

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

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

147. 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).

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

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

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

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

152. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-

recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

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

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

155. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

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

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

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

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

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

M. Annexes

A. Provisional Multi-Year Work plan
B. Capacity Development Scorecard

C. Terms of Reference
D. Stakeholder Engagement Plan
E. UNDP Social and Environmental Screening Procedure and Plans
F. UNDP Project Quality Assurance Report
G. UNDP Risk Log
H. Letter of Agreement for the provision of support services
I. Output Budget
J. Results of the capacity assessment of the project implementing partner and HACT micro assessment (Available as a separate document)
K. References

Annex A: Provisional Multi-Year Work Plan

Activity	Description	Year 1 1	2	3	4	5	6	7	8	9	10	11	12
Component 1	**Strengthened policy and legal instruments**												
Output 1.1	**In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement**												
Output 1.2	**Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws**												
Component 2	**Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**												
Output 2.1	**In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation**												
Output 2.2	**Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.**												
Output 2.3	**Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations**												
Output 2.4	**Enhanced monitoring and compliance arrangements**												
Output 2.5	**Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals**												
Component 3	**Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**												
Output 3.1	**Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment**												
Output 3.2	**Targeted networking and updating of existing data and information management systems**												
Output 3.3	**Development of new and improved global environmental indicators for select high priority sectoral development plan**												
Output 3.4	**Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development**												
Output 3.5	**Early implementation of the integrated environmental data and information management system through a select sectoral plan**												
Output 3.6	**Resource mobilization strategy**												

Activity	Description	Year 1 1	2	3	4	5	6	7	8	9	10	11	12
Component 4	**Improved environmental attitudes and values for the global environment**												
Output 4.1	**Stakeholder dialogues on the socio-economic value of the Rio Conventions**												
Output 4.2	**Brochures and articles on the Rio Conventions**												
Output 4.3	**Public service announcement(s) on globally sensitive and environmentally friendly behavior**												
Output 4.4	**Improved educational curricula and youth civic engagement**												
Output 4.5	**Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**												
Component 5	**Updated NCSA.**												
Output 5.1	**Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations**												
Output 5.2	**Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities**												
Output 5.3	**Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan**												
Project Management													
	Project Steering Committee Meetings												

Activity	Description	Year 2 13	14	15	16	17	18	19	20	21	22	23	24
Component 1	**Strengthened policy and legal instruments**												
Output 1.1	**In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement**												
Output 1.2	**Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws**												
Component 2	**Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**												
Output 2.1	**In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation**												
Output 2.2	**Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.**												
Output 2.3	**Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations**												
Output 2.4	**Enhanced monitoring and compliance arrangements**												
Output 2.5	**Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals**												
Component 3	**Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**												
Output 3.1	**Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment**												
Output 3.2	**Targeted networking and updating of existing data and information management systems**												
Output 3.3	**Development of new and improved global environmental indicators for select high priority sectoral development plan**												
Output 3.4	**Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development**												
Output 3.5	**Early implementation of the integrated environmental data and information management system through a select sectoral plan**												
Output 3.6	**Resource mobilization strategy**												

Activity	Description	Year 2 13	14	15	16	17	18	19	20	21	22	23	24
Component 4	**Improved environmental attitudes and values for the global environment**												
Output 4.1	**Stakeholder dialogues on the socio-economic value of the Rio Conventions**												
Output 4.2	**Brochures and articles on the Rio Conventions**												
Output 4.3	**Public service announcement(s) on globally sensitive and environmentally friendly behavior**												
Output 4.4	**Improved educational curricula and youth civic engagement**												
Output 4.5	**Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**												
Component 5	**Updated NCSA.**												
Output 5.1	**Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations**												
Output 5.2	**Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities**												
Output 5.3	**Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan**												
Project Management													
	Project Steering Committee Meetings												

Activity	Description	Year 3 25 26 27 28 29 30 31 32 33 34 35 36
Component 1	**Strengthened policy and legal instruments**	
Output 1.1	**In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement**	
Output 1.2	**Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws**	
Component 2	**Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**	
Output 2.1	**In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation**	
Output 2.2	**Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.**	
Output 2.3	**Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations**	
Output 2.4	**Enhanced monitoring and compliance arrangements**	
Output 2.5	**Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals**	
Component 3	**Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**	
Output 3.1	**Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment**	
Output 3.2	**Targeted networking and updating of existing data and information management systems**	
Output 3.3	**Development of new and improved global environmental indicators for select high priority sectoral development plan**	
Output 3.4	**Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development**	
Output 3.5	**Early implementation of the integrated environmental data and information management system through a select sectoral plan**	
Output 3.6	**Resource mobilization strategy**	

Component 4	**Improved environmental attitudes and values for the global environment**	
Output 4.1	**Stakeholder dialogues on the socio-economic value of the Rio Conventions**	
Output 4.2	**Brochures and articles on the Rio Conventions**	
Output 4.3	**Public service announcement(s) on globally sensitive and environmentally friendly behavior**	
Output 4.4	**Improved educational curricula and youth civic engagement**	
Output 4.5	**Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**	
Component 5	**Updated NCSA.**	
Output 5.1	**Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations**	
Output 5.2	**Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities**	
Output 5.3	**Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan**	
Project Management		
	Project Steering Committee Meetings	

Activity	Description	Year 4
		37 38 39 40 41 42 43 44 45 46 47 48
Component 1	**Strengthened policy and legal instruments**	
Output 1.1	**In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement**	
Output 1.2	**Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws**	
Component 2	**Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**	
Output 2.1	**In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation**	
Output 2.2	**Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.**	
Output 2.3	**Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations**	
Output 2.4	**Enhanced monitoring and compliance arrangements**	
Output 2.5	**Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals**	
Component 3	**Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**	
Output 3.1	**Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment**	
Output 3.2	**Targeted networking and updating of existing data and information management systems**	
Output 3.3	**Development of new and improved global environmental indicators for select high priority sectoral development plan**	
Output 3.4	**Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development**	
Output 3.5	**Early implementation of the integrated environmental data and information management system through a select sectoral plan**	
Output 3.6	**Resource mobilization strategy**	

Activity	Description	Year 4 37	38	39	40	41	42	43	44	45	46	47	48
Component 4	**Improved environmental attitudes and values for the global environment**												
Output 4.1	**Stakeholder dialogues on the socio-economic value of the Rio Conventions**												
Output 4.2	**Brochures and articles on the Rio Conventions**												
Output 4.3	**Public service announcement(s) on globally sensitive and environmentally friendly behavior**												
Output 4.4	**Improved educational curricula and youth civic engagement**												
Output 4.5	**Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities**												
Component 5	**Updated NCSA.**												
Output 5.1	**Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations**												
Output 5.2	**Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities**												
Output 5.3	**Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan**												
Project Management													
	Project Steering Committee Meetings												
	Independent Terminal Evaluation												

Annex B: Capacity Development Scorecard

Project Name: Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations
Project Cycle Phase: Project Preparation **Date**: January 2018

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	3	The Higher Council for Environment and Natural Resources (HCENR) under the Ministry of Environment, Natural Resources and Physical Development (MENRPD), is the national focal point for all environmental activities and agreements, as mandated by law. Each State has a State Council for Environment and Natural Resources that is responsible for environmental issues. They play a vital role is working with the national government to carry out and ensure compliance with national laws and regulations.. All major stakeholders, including the State councils are members of the council and linked to its activities. Some NGOs and civil society collaborate in environmental conservation activities. HCENR is responsible for the implementation of the UNFCCC and UNCBD. The Ministry of Agriculture and Forests is responsible for the implementation of the UNCCD in collaboration with MENRPD.	Institutional capacities of HCENR and State Environmental Councils and the coordination between states' councils and HCENR will be strengthened to implement the principles of the Rio Conventions more effectively. Links with NGOs, CBOs and private sector will be strengthened.	Components 1 and 2
	Organizational responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0		Some co-management is integrated into a number of projects executed by HCENR and its partner institutions in relevant Federal and State ministries.	Through the project, more collaboration and coordination mechanisms will be established regarding policy making, setting of strategies, programmes and plans and implementation of projects.	2
	Some co-management mechanisms are in place and operational	1	1			
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of	Identification of stakeholders and their participation/involvement in decision-making is poor	0		HCENR membership includes many stakeholders representing key institutions with identified roles and responsibilities.	Through learning-by-doing approach of this project, stakeholders will be able to	2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
cooperation with stakeholder groups	Stakeholders are identified but their participation in decision-making is limited	1		Experts representing the academia and NGOs are involved in the decision-making process on environmental issues. Consultations are held prior to projects formulation and during implementation so that stakeholders understand and appreciate the project efforts.	participate more effectively in national planning and decision making processes, acquire capacities to better understand and apply global environmental indicators and appreciate the value of teamwork.	
	Stakeholders are identified and regular consultations mechanisms are established	2	2			
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0		There is a considerable level of knowledge among leaders of many stakeholder institutions on global environmental issues but this knowledge is not always extended, and consequently not fully appreciated, to lower levels of leadership. Moreover, they do not use the available information for planning and implementation of projects. Resistance towards sharing information acts as another impediment in this respect. It should also be noted that the general public, especially those who live in remote areas, generally do not have an adequate understanding of environmental issues.	The project will involve many stakeholder representatives in various activities, including proper and targeted training and awareness creation, to increase the number of people who have an improved understanding and appreciation of the global environment.	4
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2	2			
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0		Though environmental data and information are there, but they exist sporadically in different institutions in different forms and formats. There is no common pool where it can be accessed. There is no policy for data sharing and managing information collected from different sources and there is poor information sharing between and within sectors. Moreover, there is shortage in data updating and controversial data are provided by different institutions for the same issue.	Among the key activities of the project is setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends. It will help ensuring a flow of assistance and information between the local, national and global levels by integrating and reconciling relevant existing systems. The project will update the data collection methodologies, and will strengthen the degree of standardization that is needed to	3
	The environmental information needs are identified but the information management infrastructure is inadequate	1	1			
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	through an adequate information management infrastructure				ensure the reliability and validity of the data and information.	
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0		Environmental Education (EE) is infused within the school curriculum from the pre-primary to secondary. EE is infused within Geography and Science curricula. Teachers' training in EE methodologies as well as teacher guides and teaching materials are still lacking. Most of the Sudanese Universities have established faculties of Natural Resources, while others attempted to incorporate the environmental dimension in different disciplines such as Desertification in Botany or Waste Management in Engineering. At postgraduate level, some universities offer courses leading to M. Sc. and Ph. D. in Environmental Studies. Environmental education is limited in the primary level curricula.	An educational module will be developed for high schools and universities that promotes better environmental information management and emphasize global environmental values and best practice approaches.	4
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2	2			
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0		There is an inadequate link between environmental research and policy making and implementing agencies. Scientific knowledge is not used sufficiently in the development of strategies or policy documents, partly due to the fact that the key ministries and agencies do not share a common understanding of how to use the results of scientific research for policy formulation, plans and strategies. Consequently, there is inadequate integration of MEAs into research programmes and activities. Moreover, there is limited capacity of research institutions to address efficiently environmental issues.	Within the framework of the project, stakeholder representatives, including those from academia and the research community, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high quality data, information and knowledge.	3
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2	2			
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0		There is very limited documentation of indigenous knowledge and traditional techniques and they are not sufficiently used for environmental decision making in comparison with empirical data and information.	The project intends to improve access to best practices and best available knowledge, including the local knowledge in the Project design and implementation	3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant	1	1			

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	participative decision-making processes					
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0		Sudan has formulated its national strategies and plans (National Strategic Plan (2007-2031), the Twenty-Five-Year National Strategy (2002-2027), the Five Year Plan (2012-2016), the Five Year Program for Economic Reform (2015-2019), and Sudan's UNDAF (2018-2021). These strategies and plans have been prepared after extensive consultations with all stakeholders in all disciplines. Sudan also prepared its National Capacity Self-Assessment (NCSA) in 2008 and the subsequent national assessments and communications under the three Rio Conventions. Though the Plans and strategies exist but capacities are insufficient to allow for proper implementation by most institutions. Opportunities for achieving cost-effectiveness and synergies are not capitalized due to weak coordination.	The project will assist the Government to achieve the national priorities through its contribution in capacity development for mainstreaming obligations under the Rio Conventions into national development and sectoral planning framework.	2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2	2			
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0		Sudan has joined numerous MEAs and has undertaken numerous projects and initiatives. Despite these efforts, Sudan is still suffers from bottlenecks that hamper the effective implementation of the Rio Conventions. A number of environmental policies and regulatory frameworks are in	This project will Strengthen policy and legal instruments of the country for mainstreaming obligations under the Rio Conventions.By updating the National Capacity Self-Assessment, the project will	1
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2	2	place, but are generally not interconnected, in some cases contradictory and inadequately supported by regulatory controls, monitoring, and enforcement mechanisms.	review the current set of systemic, iinstitutional, and individual capacities that inform the strength and weaknesses of the country's enabling conditions to realize global environmental benefits.	
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0		Although substantial environmental information are available, they are sporadically distributed in many non-interlinked institutions. In most cases these information are not frequently updated, very technical, non-accessible and difficult to retrieve. The lack of access to data is partially due to the weak culture of evidence-based decision-making.	Among the key activities of the project is establishing an integrated environmental data and information management system and piloting and early implementation testing of the system.	2 and 3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2	2			
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0		Sudan has established partners that provide funding and technical resources support. These are mainly UN agencies. In addition to this, major donor partners have contributed in financing environmental activities including preparation of national communications and reports on RIO conventions. The main problem in this area is limited budgetary funds, insufficient number of staff and technical resources of the government agencies responsible for the RIO Conventions.	An important output of this project is the drafting, reviewing, and approving a resource mobilization strategy to ensure a long-term fulfillment of the environmental obligations. The activities of the project will incorporate innovative financial and economic analyses of the project that incorporate environmental and social impacts.	2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2			
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0		The 2015-2020 National Biodiversity Strategy and Action Plan (NBSAP) identified inadequate technical skills, among other resources, to meet and sustain CBD obligations. The country suffers from brain drain of technical skills in this, and in many other fields.	The output of the project consists of a set of training activities to government staff in various ministries and agencies, as well as other key stakeholders on new and improved skills that will enhance decision-making on the global environment.	2 and 5
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0		All projects implemented by HCENR are monitored periodically on regular basis. The monitoring and evaluation component is always embedded as part of the projects' documents. As per requirement of the project execution agreement, monitoring is carried out by an external body or the project management and approved by the steering committee of the project. Accordingly, future plans of the project execution activities are adjusted and approved.	The project will mainstream and integrate global environmental priorities within targeted policies, as well as monitoring, evaluation and decision-making processes. It will focus on strengthening inter-ministerial and inter-directorate coordination for improved monitoring and compliance with environmental policies and best practices for delivering and sustaining global environmental outcomes. Particular attention will be paid to states' institutional capacities for mainstreaming and monitoring. the project will ensure that key stakeholder representatives are involved early and throughout project implementation as partners for development. This includes, among others, participation in monitoring activities.	2
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3	3			
Indicator 15 – Adequacy of the	None or ineffective evaluations are being conducted without an adequate	0		Evaluation of projects implementation regularly accompanies the monitoring		2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
project/programme evaluation process	evaluation plan; including the necessary resources			process. Evaluation should be unbiased and conducted against milestones and continue throughout all project implementation stages. National Steering Committees in each ongoing project are established and actively functioning with the participation of all stakeholders. Evaluation reports are discussed and approved by the steering committees.	The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements. Additional mandatory GEF-specific monitoring and evaluation requirements will be undertaken in accordance with the GEF monitoring and evaluation policy and other relevant GEF policies.	
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3	3			

Annex C: Terms of Reference

A. National Project Director

The Government of Sudan will appoint a national director for this UNDP-supported project. The **National Project Director** supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the MESD, as the concerned department, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director will be supported by a national Project Manager[14].

Duties and Responsibilities of the National Project Director

The NPD will have the following duties and responsibilities:

- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the project are made available;
- Supervise the work of the Project Manager and ensure that the Project Manager is empowered to effectively manage the project and other project staff to perform their duties effectively;
- Select and arrange, in close collaboration with UNDP, for the appointment of the Project Manager (in cases where the Project Manager has not yet been appointed);
- Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

B. Project Manager

The Project Manager will be locally recruited following UNDP procedures with input to the selection process from the Project partners. The position will be appointed by the project implementing agencies and funded entirely from the Project. The Project Manager will be responsible for the overall management of the Project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The Project Manager will report to the Project Director in close consultation with the assigned UNDP Programme Manager for all of the Project's substantive and administrative issues. From the strategic point of view of the Project, the Project Manager will report on a periodic basis to the Project Steering Committee, based on the Project Director's instruction. Generally, the Project Manager will support the Project Director who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The Project Manager will perform a liaison role with the government, UNDP and other UN agencies,

[14] Due to budget limitations, an individual will be recruited to carry out the functions of the Project Manager, with his/her remaining time allocated to carrying out substantive project activities that will be financed by the budget line(s) under the relevant technical component(s).

civil society, and project partners, and maintain close collaboration with other donor agencies providing co-financing.

Duties and Responsibilities

- Plan the activities of the project and monitor progress against the approved work-plan.
- Supervise and coordinate the production of project outputs, as per the project document in a timely and high quality fashion.
- Coordinate all project inputs and ensure that they adhere to UNDP procedures for nationally executed projects.
- Supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
- Support UNDP and the HCENR for the recruitment and selection of project personnel, consultants and sub-contracts, including drafting terms of reference and work specifications and overseeing all contractors' work.
- Prepare, revise and submit project work and financial plans, as required by Project Steering Committee and UNDP.
- Manage and monitor the project risks initially identified and submit new risks to the Project Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Liaise with UNDP, Project Steering Committee, relevant government agencies, and all project partners, including donor organizations and civil society for effective coordination of all project activities.
- Report progress of project to the steering committees, and ensure the fulfilment of PSC directives.
- Encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to programme benefits.

C. Finance and Administrative Assistant

The **Finance and Administrative Assistant** will support the work of the Project Manager in the carrying out of his/her duties. This position will be filled by a staff member of the HCENR assigned to the project. His/her duties will include, but are not limited to:

- Providing organizational and logistical issues related to project execution per UNDP guidelines and procedures
- Recording keeping of project documents, including financial in accordance with audit requirements
- Ensuring all logistical arrangements are carried out smoothly
- Assisting the Project Manager in preparation and update of project work plans in collaboration with the UNDP Country Office
- Facilitating timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Reporting to the Project Manager on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Manager

The Finance and Administrative Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

D. Public Administration Specialist

The individual recruited as the Public Administration Expert will also hold an additional separate contract as the Project Manager, and will be recruited for an estimated 44 weeks. He/she will work with the national

consultants as well as with the Information, Communication, and Technology Specialist to assess and institutionalize networked information systems and collaborative arrangements with partner government agencies and other stakeholder organizations. This expert will also work with the legal expert to assess and recommend institutional and associated regulatory reforms requiring approval, as well as work of the Rio Convention experts through the expert working groups, and will serve as a resource person and facilitator for the training and learning-by-doing working groups. The Public Administration Expert will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning in Sudan.

E. National Consultant on the Convention on Biological Diversity

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CBD obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using valuation tools to meet biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The CBD national consultant will have at least 10 years of work experience in biodiversity conservation programming and project implementation. At least the last two (2) years of experience include active involvement in CBD negotiations He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation in Sudan and/or the neighboring region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 34 weeks have been budgeted for undertaking project activities.

F. National Consultant on the Convention on Desertification and Drought

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CCD obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using valuation tools to meet land degradation objectives, with particular emphasis on sustainable land management and land degradation.

The CCD national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in CCD programming and project implementation. He/she will have a PhD in natural resource management, with a specialization directly related to land management issues in Sudan and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 34 weeks have been budgeted for undertaking project activities.

G. National Consultant on the Framework Convention on Climate Change

This national consultant will be responsible for those project activities that require expertise on interpreting and translating FCCC obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on climate change adaptation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The FCCC national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in FCCC programming and project implementation. He/she will have a PhD in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Sudan and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 34 weeks have been budgeted for undertaking project activities

H. Environmental Sociologist

The Environmental Sociologist will support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications. This includes the analyses related to the best practices and lessons learned report. He/she will take the lead in developing and implementing the evaluations for training programmes and workshops as well as undertaking a statistical analysis of evaluation results. This specialist will also help design the awareness material and serve as a resource person for awareness-raising activities such as dialogues, brochure development, and workshops. An important early task of the Environmental Sociologist is to develop appropriate indicators of gender equality per UNDP's 2018-2021 Strategic Plan and widely accepted best practices that will be tracked regularly throughout project implementation.

The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes. An estimated 32 weeks have been budgeted for undertaking project activities by this national expert.

I. Environmental Legal Specialist

The Environmental Legal Specialist will contribute to the substantive work under the project by assessing the policy and legal implications of Rio Convention mainstreaming into government planning and development frameworks, as well as among key agencies and other stakeholder organizations. He/she will work with the Public Administration Specialist as well as with the others, as appropriate to draft the reforms that need Parliamentary approval.

The Environmental Legal Specialist will have a post-graduate degree in law, with a specialization on environmental law and policy of Sudan. S/he will have to have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. An estimated 22 weeks have been budgeted for undertaking project activities by this national expert.

J. Information, Communication, and Technology Specialist

An Information, Communication, and Technology Specialist will be recruited to oversee the technical networking of existing information systems, including the procurement of the appropriate hardware and software. The specialist will work with the national Rio Convention specialists, as well as with the relevant information technology managers in the different government departments and agencies to support the relevant networking of their databases and/or information systems. The specialist will provide training on the use of data management software and the maintenance of networked information systems. With at least five (5) years' of work experience, the specialist will have at least a Master's degree in information technology, including network analysis, system administration, security and information assurance, IT audit, database administration, and web administration.

K. Financial Analyst

The Financial Analyst will take the lead on developing the resource mobilization strategy. He/she will also provide support, along with other national consultants, in other project activities. He/she will work under the supervision of the Project Manager.

The Finance Analyst will have a post-graduate degree in finance, with particular experience and expertise in international finance such as climate finance. He/she will have five years or more experience with financial management and auditing of environmental, as well as with the fiscal administration of the government's agencies that have an environmental stake. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern public finance management.

L. Environmental Education Specialist

The Environmental Education Specialist will take the lead on Component 4. He/she undertake a number of key project analyses, as well as support the other project consultants to construct deliverables such as the public awareness and communication campaign, assessment of training needs, and the secondary school curricula. Given the comparative advantages of a number of NGOs, an NGO may be recruited to carry out a number of the public awareness and advocacy activities. The Environmental Education Specialist and/or the selected NGO(s) will be responsible for the following activities:

- Develop a project communications strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation
- Coordinate the implementation of knowledge management outputs of the project;
- Coordinate and oversee the implementation of public awareness activities across all project components;
- Facilitate the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic;
- Facilitate learning and sharing of knowledge and experiences relevant to the project.

The Environmental Education Specialist will have a post-graduate degree in K-12 education, preferably a PhD, with demonstrated experience in developing national education policies, programmes, and plans as well as the development of secondary school curricula on environmental studies. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

M. Monitoring and Evaluation Specialist

The Monitoring and Evaluation Specialist will be responsible for Output 2.4, Enhanced monitoring and compliance arrangements. This will include the development of tools for environmental impact and strategic environmental assessments. This consultant will also contribute to other outputs in Component 2 such as analysis of Output 2.1 of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation. Under Component 3 the Monitoring and Evaluation Specialist will contribute to Output 3.5, the development of global environmental indicators.

He/she will have five years or more experience with monitoring and evaluation. He/she will also have experience working with government statutes, legislation, regulation, and directives that govern EIAs and SEAs.

N. Lead Sector Specialist

The project calls for the selection of a high value sector development plan. Depending on the choice of this sector, an expert will be recruited to work with the other project consultants to strengthen the integration of Rio Convention criteria and indicators into the selected sector development plan. He/she will also review key project analyses and deliverables to help strengthen the technical analyses in conformity with the selected sector issues. The Specialist will be responsible for the following activities:

- Undertake a SWOT[15] and Gap analyses of the selected sector policies, programmes, plans, and/or legislation to inform recommendations for their improvement in accordance with Rio Convention provisions
- Facilitating collaborative and consultative teamwork for the targeted mainstreaming of Rio Conventions into sectoral policies, programmes, plans, and/or legislation, along with other national consultants
- Serve as co-facilitator at key workshops

[15] Strength, Weaknesses, Opportunities, and Threats.

The Lead Sector Specialist will have at least ten (10) years' experience working in Sudan (and/or the neighboring region).

O. International Capacity Development Specialist

An International Capacity Development Specialist will be recruited for an estimated 16 weeks over the four years of project implementation to provide necessary technical advisory services on the implementation and adaptive collaborative management of key project activities. These services will be provided over the course of the four-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

P. International Evaluation Consultant

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

Annex D: Stakeholder Engagement Plan

This project seeks to ensure meaningful, effective, and informed stakeholder engagement and participation. One goal of this engagement is to avoid and/or mitigate any potential risks. During implementation, the scale and frequency of the engagement for each stakeholder will respond to the nature of the activity, the potential risks, and concerns raised by relevant communities.

Once implementation of the project begins, key stakeholders will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project has select activities to strengthen institutional mechanisms for improved coordination and collaboration. Stakeholder engagement should also be as early as possible, allowing for increased ownership and thus sustainability. Notwithstanding, decisions should be negotiated in a way that also ensures that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability. As part of consultations and workshops, stakeholders will be informed of mechanisms to submit concerns about the social and environmental impacts of the project.

The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.

Stakeholder Response Mechanism

The first mechanism stakeholders may utilize to express concerns about the project's impacts is the implementing partner's grievance resolution mechanism. The second is the UNDP Country Office's existing project management procedures. Concerned stakeholders can engage with UNDP project staff through Project Management Committees or through direct contact with the relevant UNDP programme manager. UNDP's Social and Environmental Compliance Review and the Stakeholder Response Mechanism will provide a third avenue for situations in which project stakeholders have not been satisfied with the responses they have received through the first two mechanisms. The Stakeholder Response Mechanism should also be used when the Implementing Partner's or UNDP's actions are the source of the grievance.

Stakeholders Consulted During Project Development

A number of consultations took place during the project document formulation phase. These consultations served to gain a more comprehensive understanding of the challenges and barriers that limit Sudan ability to collect and manage data and information in ways that sustainable development can be better informed by best practices to conserve global environmental values. That is, the limited capacities that currently define Sudan's economy are informed by the various social actors and their work towards meeting the project's objectives. Not only did the consultations provide information on issues such as gender equality, indigenous peoples, and project risks, among others. This information is integrated in the relevant sections of this project document. Consultations also served to raise the awareness of stakeholders of the project strategy and expectations for their engagement during project implementation. Stakeholders were consulted during one on one meetings, as well as PPG launch and validation workshops. The following organizations were consulted and their possible roles and involvement during project implementation.

The stakeholder engagement process in Sudan will start with the GEF focal point in the Ministry of Environment, Natural Resources, and Physical Development and the Higher Council for the Environment and Natural Resources. Under the aegis of the HCENR, key project stakeholders will be the state-agencies in order to encourage as wide as possible an inclusive and participative process. The table below provides an overview of the potential role of different stakeholders and rationale for their involvement in the project.

Stakeholder	Possible roles in project execution
• Ministry of International Cooperation • Higher Council for Environment and Natural Resources (HCENR)	As the executing government agency, this ministry will be responsible for overall implementation of the project.
Other government institutions: • Ministry of Agriculture and Forestry • Ministry of Animal Resources • Ministry of Water Resources, Irrigation, and Electricity • Ministry of Tourism, Antiquities, and Wildlife • Ministry of Environment, Natural Resources, and Physical Development • Ministry of Finance and Economic Planning • Ministry of Higher Education and Scientific Research • Ministry of Communication and Information Technology	• Participation in capacity building working group meetings • Contributions to capacity needs assessment • Participation in policy and finance core team • Participation in various policy dialogue and awareness-raising events • Participation in national stakeholders fora • Contribution to the determination of appropriate environmental information channels and flow • Contribution to national level Rio Convention mainstreaming • Contribution to national level long-term mainstreaming strategy • Beneficiaries of mainstreaming activities • Beneficiaries of awareness raising and skill development activities
State and Local Governments	Their roles would be to support the implementation of the project at the local levels. They can support the project activities and also benefit from the project capacity building activities. • Participation in national stakeholders fora • Participation in learning networks • Participation in learning activities
NGOs: • Sudanese Social Forestry Society • Sudanese Environmental Conservation Society • Association of Gum Producers • Sudanese Horticulture Society • Sudanese Society for Combating Desertification • Sudanese Society for Wildlife Conservation • Sudanese Environmentalist Society	Their roles would be to work in collaboration with HCENR to implement activities of the project. Additionally, they can be potential financial or technical partners, providing needed data and information and at the same time benefit from the project • Participation in learning events • Participate in developing strategy for replication and scaling up of project results • Participate in execution of project activities, particularly at the state level, as appropriate
Private Sector • Sudanese Businessmen and Employers Federation	They can be potential financial and technical partners, and sources of data and information. • Participation in national stakeholders fora • Participation in learning events
Academic and Research Institutions • Agricultural Research Corporation • National Center for Research • University of Khartoum	A number of these are semi-autonomous institutions, carrying out action research for development planning and decision-making purposes. Most of these institutions are carrying out research that is creating the kind of data and information that is needed in order to attach economic values of ecosystem goods and services. • Repositories of environmental data and information, and creators of knowledge • Contribute to the learning-by-doing trainings and other in learning events • Active participants in consultations and exercises to ensure the appropriate choice of analytical frameworks and decision-making

The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation. Stakeholders are not only present at the national level, but at the field level, i.e., sub-national and provincial levels. A number of government bodies operating at both the national and local levels are responsible natural resource and environmental management, working with local community organizations and in some cases partnering with NGOs to undertake particular activities. There is increasing emphasis on developing the role and capacity of local government, which needs to be extended to governance of natural resources and environment. Other stakeholders include the private sector and academic institutions that are important to ensuring the long-term sustainability of the project. The private sector is a particular important stakeholder to environmental issues. This is of particular importance in that a high value capacity development activity is to mainstream global environmental obligations into development projects.

The project will also support consultation, engagement and coordination of programmes with the number of national and international NGOs, and with the private sector. The project will be implemented in line with established procedures agreed to by the Government of Sudan and UNDP.

The Higher Council for Environment and Natural Resources will take overall responsibility for implementation of the project, and for the project success. It will establish the necessary planning and management mechanisms to oversee project inputs, activities and outputs. The UNDP Country Office in Khartoum will support the HCENR as requested and as necessary. Stakeholders, in particular representatives from indigenous communities, will be involved in all stages of project development and implementation, including the validation of project activities, preparation of project outputs, and participation in trainings. Activities will be implemented to involve as many and as diverse stakeholders as possible.

Annex E: UNDP Social and Environmental Screening Procedure and Plans

Project Information	
Project Title	Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations
Project Number	5798
Location (Global/Region/Country)	Sudan

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

QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?
Briefly describe in the space below how the project mainstreams the human-rights based approach
The project mainstreams the human-rights based approach through significant participation and engagement of all stakeholders beginning with project design, and including implementation, monitoring and adaptive collaborative management of the project. Stakeholders will be invited to participate in capacity development activities and the project will cultivate an enabling environment for active stakeholder engagement in natural resource management. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues aim to engage as many people as possible in order to reduce the risk of marginalizing stakeholders and integrating their different perspectives into as many activities as possible. As part of the project formulation phase, consultations were held with a broad group of stakeholders to build an understanding of the challenges and barriers to strong environmental policy, compliance, data and information management, and more effective decision-making for the global environment, (i.e., the baseline of the project). One assumption of the project strategy is that in-depth consultations during the formulation of the project will enhance the transparency and legitimacy of the proposed activities (although the latter may and should be adapted to ensure that the rights of the stakeholders is preserved and/ or strengthened). Additionally, component 4, which focuses on improving awareness of global environmental values and knowledge management, allows for a multi-dimensional approach that includes stakeholder engagement and awareness programs with the private sector, the media, civil society, academia and local organizations. The project will assist the Government of Sudan to achieve the national priorities as set out in its National Strategic Plan (2007- 2031), which takes into account the national policies, strategies and comprehensive plans, including the Twenty-Five-Year National Strategy (2002-2027), the Five Year Plan (2012-2016), the Five Year Program for Economic Reform (2015-2019). In particular, the Twenty-Five-Year National Strategy contains an Environment and Physical Development Strategy that consists of 20 goals that align with the CCCD project. These goals range from strengthening human capabilities and developing administrative systems, strengthening bilateral relations between the ministry and its counterparts institutions, local, regional and international organizations and professional and scientific societies, and activating laws and regulations.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Recognizing the gender inequalities in Sudan, the project incorporated gender equality concerns into the project's design. As a result, the monitoring of key indicators, such as the gender balance in capacity development activities and the extent to which gender issues shape workshop deliberations and recommendations, are included in the project. This will include promoting gender parity, including the promotion of gender equality in environmental management, and the empowerment and participation of women in environmental management.
Briefly describe in the space below how the Project mainstreams environmental sustainability
This is a Rio Convention mainstreaming project. This project directly responds to the GEF-funded 2008 National Capacity Self-Assessment (NCSA). The focus of the project is capacity building for improved decision-making for the global environment. Expected results include: a) improved environmental attitudes and values for the global environment, b) early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends, c) enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions, d) by-laws and operational guidance to mainstream Rio Conventions, and e) updated NCSA to reflect changes and new priorities to meet and sustain global environmental obligations, including other international development goals such as the post 2015-Sustainable Development goals. Additionally, by aligning with national priorities, policies, and strategies such as the UNDAF 2018-2021 and the National Strategic Plan (2007- 2031), the project can achieve long-term change by supporting the capacities needed to implement and develop policies and plans.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Impact and Probability (1-5)	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***

QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		**Comments**
Low Risk	√	There are no identified risks.
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		**Comments**
Principle 1: Human Rights	☐	None required
Principle 2: Gender Equality and Women's Empowerment	☐	None required

1. ***Biodiversity Conservation and Natural Resource Management***	☐	None required
2. ***Climate Change Mitigation and Adaptation***	☐	None required
3. ***Community Health, Safety and Working Conditions***	☐	None required
4. ***Cultural Heritage***	☐	None required
5. ***Displacement and Resettlement***	☐	None required
6. ***Indigenous Peoples***	☐	None required
7. ***Pollution Prevention and Resource Efficiency***	☐	None required

Final Sign-off

Signature	*Date*	*Description*
QA Assessor Hanan Mustafa PL/SLU	25 Jan 2018	UNDP staff member responsible for the Project, typically a UNDP Programme officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director, Country Director, Deputy Resident Representative, or Resident Representative. The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the Local Project Appraisal Committee (LPAC).
PAC Chair		UNDP chair of the LPAC. In some cases, the LPAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [16]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Are there measures or mechanisms in place to respond to local community grievances?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

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

	For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[17] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		

[17] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[18]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

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

6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex F: UNDP Project Quality Assurance Report

PROJECT MONITORING QA ASSESSMENT GUIDANCE				
OVERALL PROJECT				
EXEMPLARY (5) ◎◎◎◎◎	**HIGH (4)** ◎◎◎◎○	**SATISFACTORY (3)** ◎◎◎○○	**NEEDS IMPROVEMENT (2)** ◎◎○○○	**INADEQUATE (1)** ◎○○○○
At least three criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least three criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned**.** Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

	Rating Score
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project): • **4:** The project has a theory of change backed by credible evidence specifying how the project will contribute to higher level change through the programme outcome's theory of change. The project document clearly describes why the project's strategy is the best approach at this point in time. • **3:** The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome's theory of change, but this backed by relatively limited evidence. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change describing how the project intends to contribute to development results, but it is not supported by evidence nor linked to higher level results through the programme outcome's theory of change. There is some discussion in the project document that describes why the project's strategy is the best approach at this point in time. • **1:** The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. • **0:** The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project's strategy is the best approach at this point in time. *Note: Management Action or strong management justification must be given for scores of 0 or 1	**3**

Evidence

Section B.1 outlines the project's theory of change. The theory of change section outlines how the project strategy, e.g., the extensive learning-by-doing, pilot exercise, adaptive collaborative management approach to implementation, and targeted institutional reforms to name a few, will facilitate larger scale and long-term changes. The project aims to remove the barriers identified in the NCSA in order

PROJECT MONITORING QA ASSESSMENT GUIDANCE	
that Sudan can make more informed decisions that affect the global environment and implement resilient, environmentally-friendly and sustainable development. The evidence supporting this "theory of change" is embedded in the GEF programming frameworks for CCCD, UNDP's strategic programming on low-emission and climate resilient development strategies, the emerging work on green growth indicators and the post-2015 Sustainable Development Goals. The project document makes explicit references to these emerging best practices and creates an institutional space for Sudanese stakeholders to deliberate on the appropriate application of these indicators to the Sudanese context, with this CCCD project serving to capitalize on this important baseline to global environmental indicators through an integrated EDIMS.	
2. Is the project is aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project): • **4:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project's RRF includes at least one SP output indicator. • **3:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project's RRF includes at least one SP output indicator. • **2:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. • **1:** While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the RRF. • **0:** The project does not respond to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan	Rating Score **4**
Evidence This project responds to all three areas of development work per the UNDP Strategic Plan. The project will intended to identify new and emerging area of natural resources management relevant to Sudan; focusing on developing and testing improve modalities for Rio Convention mainstreaming into governance mechanisms and evaluation procedures, active engagement stakeholders from all 18 states; and learning-by-doing workshops to formulate more resilient plans and programmes. The project's results framework includes at least one Strategic Plan output indicator.	
RELEVANT	
3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project): • **4:** The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., Project Steering Committee.) • **3:** The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism. • **2:** The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting	Rating Score **4**

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feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making. • **1:** The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project. • **0:** The project has not specified any target group/area that is the intended beneficiary of the project's results. *Note: Management Action must be taken for scores of 0 or 1	
Evidence Targeted groups are clearly identified in the project document. See Section D. The GEF CCCD Strategy emphasizes the requirement that stakeholder representatives actively engage in the full project life cycle in order to facilitate the strategic adaptation of project activities in keeping with project objectives. Periodic monitoring of implementation progress will be undertaken by the UNDP/CO. Additionally, specific meetings may be scheduled between the PMU, the UNDP/CO and other pertinent stakeholders as deemed appropriate.	
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project): • **4:** Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **3:** The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. • **1:** There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence. • **0:** There is no evidence that knowledge and lessons learned have informed the project design. *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **4**
Evidence This project responds to Sudan's NCSA. Thus, this project design is rooted in a credible assessment of needs and it responds directly to identified barriers and recommendations. The use of best practices also informs several project activities as well as component 4's awareness raising. This project will utilize the knowledge, best practices, and lessons learned from other projects to inform project activities and outcomes, and to improve the overall project.	
5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women? • 4: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate • 3: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate • 2: Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have not been explicitly addressed in the design of gender-specific measure/outputs and indicators. • 1: The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have not been identified and gender-specific intervention has not been considered.	Rating Score **3**

PROJECT MONITORING QA ASSESSMENT GUIDANCE	
• 0: No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.	
Evidence A gender analysis has been conducted and is included in the project document (D.2). There are specific indicators to address the identified gender issues, while others are expected to be identified and monitored during project implementation. A Gender Action Plan will be prepared during project inception.	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project): • **4:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • **3:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • **2:** Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been explicitly considered. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have not been considered. • **0:** No analysis has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project. *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **4**
Evidence UNDP's mandate, relationship with government, and long-standing engagement in the area gives it a comparative advantage in facilitating government partnerships a special for GEF grant financed projects. Stakeholders have a generally good relationship with HCENR and they are involved in many activities and projects coordinated by HCENR.	
MANAGEMENT & MONITORING	
7. Does the project have a strong results framework? (select from options 0-4 that best reflects this project): • **4:** The project's selection of outputs and activities are an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. • **3:** The project's selection of outputs and activities are an appropriate level and are consistent with the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators. • **2:** The project's selection of outputs and activities are at an appropriate level, but do not reference the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators. • **1:** The project's selection of outputs and activities are not at an appropriate level. Outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not	Rating Score **3**

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been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used. • **0:** The project's selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change. *Note: Management Action or strong management justification must be given for scores of 0 or 1		
Evidence Project outcomes will be measured through a set of output, process, and performance indicators which have been constructed using SMART design criteria. These indicators were developed to coincide with each major project activity. A few gender sensitive indicators are included in the project.		
8. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?	Yes (2)	No (0)
9. Is the project's governance mechanism clearly defined in the project document, including planned composition of the Project Steering Committee? • **4:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (esp. all members of the Project Steering Committee), and full terms of reference of the Project Steering Committee has been attached to the project document. A conversation has been held with each committee member on their role and responsibilities, and all members agree on the terms of reference. • **3:** The project's governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (esp. all members of the Project Steering Committee). While full terms of reference of the Project Steering Committee may not be attached, the project document describes the responsibilities of the Project Steering Committee, project director/manager and quality assurance roles. • **2:** The project's governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but individuals have not yet been specified. The project document lists the most important responsibilities of the Project Steering Committee, project director/manager and quality assurance roles, but full terms of reference are not included. • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism. • **0:** The governance mechanism is not clearly defined in the project document *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **3**	
Evidence The governance mechanism is almost fully defined in the project document. A terms of reference is included, but it is not a full terms of reference. See Annex C. The project document describes the responsibilities of the project steering committee, project director/manager and quality assurance roles.		
10. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 0-4 that best reflects this project): • **4:** Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. • **3:** Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks. • **2:** Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks. • **1:** Some risks identified in the initial project risk log, but no clear risk mitigation measures identified.	Rating Score **4**	

PROJECT MONITORING QA ASSESSMENT GUIDANCE		
• **0:** Risks not clearly identified. No initial project risk log included with the project document. *Note: Management Action must be taken for scores of 0 or 1		
Evidence An in-depth assessment of risks based on an extensive set of consultations and review of the background documentation has been completed. Risks and assumptions have been fully identified in the project. Measures to mitigate the risk have been consider and addressed in the project document		
EFFICIENT		
11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.	Yes (2)	No (0)
12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (2)	No (0)
13. Is the budget justified and supported with valid estimates?	Yes (2)	No (0)
14. Is the Country Office fully recovering its costs involved with project implementation?	Yes (2)	No (0)
EFFECTIVE		
15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project): • **4:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. • **3:** The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. • **2:** The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. • **1:** The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered. • **0:** The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **N/A**	
Evidence This project will be executed through the National Implementation Modality (NIM) by UNDP Country Office (as the GEF Implementing Agency) within the framework of Environment Protection for Sustainable Development Programme and UNDP's Area-Based Development Offices that are instrumental for local interventions in the field. The choice of modality is based on agreement between the Government of Sudan and UNDP.		
16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?	Yes (2)	No (0)

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17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (2)	No (0)
18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3). • 4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3. • 3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3. • 42: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3. • 1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3. • 0: The project budget reflects no financial investments contributing to gender equality *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **0**	
Evidence There is no budget allocation made to specifically address gender equality as gender inequality does not represent a barrier to meeting Rio Convention obligations. The GEF Instrument also clearly states the criteria for the use of GEF financial resources, and these must be directed to activities that deliver global environmental benefits as defined under the three Rio Conventions for which the GEF is the financial mechanism. Even if there is a desire and/or expectation that financial resources be directed to gender equality, not only must they must come from non-GEF financial resources, they can not benefit from an allocation of a GEF increment because gender inequality does not represent a barrier to delivering global environmental benefits under the project strategy, nor would it be appropriate to tack it on.		
19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project): • **4:** The project has a realistic multi-year work plan and multi- year budget at the activity level to ensure outputs are delivered on time and within the allotted resources. • **3:** The project has a multi-year work plan at the activity level and multi-year budget at the output level. • **2:** The project has a multi-year work plan and a multi-year budget at the output level. • **1:** The project has an output level multi-year work plan, but not a multi-year budget • **0:** The project does not yet have a multi-year work plan.	Rating Score **4**	
Evidence The project has a detailed multi-year work plan and multi-year output budget, both of which are at the activity level.		
SOCIAL & ENVIRONMENTAL STANDARDS		
20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project):	Rating Score	

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• **4:** Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project rationale, strategies and results framework. • **3:** Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project strategies and the results framework. • **2:** Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) although project activities are not part of a consistent strategy. • **1:** Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) • **0:** The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control over resources and social and environmental benefits (e.g., security, health, water, and culture) ***Note: Management Action or strong management justification must be given for scores of 0 or 1**	**3**
Evidence Gender sensitivity and gender considerations have been taken into account in the formulation of the project. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project also includes several validation measures and gender sensitive indicators to help ensure equal access and benefits	
21. Did the project apply a human rights based approach? • **4:** Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. • **3:** Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • **2:** Limited evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse impacts on enjoyment of human rights were considered. • **0:** No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered. *Note: Management action or strong management justification must be given for scores of 0 or 1	Rating Score **4**
Evidence The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the management of data and information for improved decision-making on the global environment, i.e., the project baseline. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities,	

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notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.	
22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? • **4:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. • **3:** Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget. • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered. • **0:** No evidence that potential adverse environmental impacts have been considered. Note: Management action or strong management justification must be given for scores of 0 or 1	Rating Score **4**
Evidence This project is consistent with Sudan's current United Nations Development Assistance Framework (UNDAF) 2018-2021, and relates to national initiatives. This project will carry out workshops that learn new tools and methodologies to achieve environmental sustainability by strengthening the linkages between global environmental and national socio-economic priorities. Socio-economic benefits would be demonstrated in the medium-term through better indicators and planning decisions being made that will enhance more environmentally-friendly and sustainable development.	
23. If the project is worth $500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?	Yes / No N/A
SUSTAINABILITY & NATIONAL OWNERSHIP	
24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project): • **4:** National partners have full ownership of the project and led the process of the development of the project. • **3:** The project has been developed jointly by UNDP and national partners, with equal effort. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited engagement with national partners. • **0:** The project has been developed by UNDP with no engagement with national partners.	Rating Score **3**
Evidence National stakeholders led the development of the PIF, the project document, the PPG initiation mission, and the Capacity Development Scorecard. Consultations were also held with national stakeholders that reaffirmed the validity of the project strategy to work with other projects and help strengthen the global environmental character, in particular to strengthen the	

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synergies and institutional sustainability of capacities (systemic, institutional, and individual) for more informed and holistic planning and decision-making.		
25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • **4:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • **3:** A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy developments are planned. • **0:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	Rating Score **4**	
Evidence Although the comprehensive capacity assessment for this project is rooted in the NCSA, this is supported by subsequent assessments. Notwithstanding, this CCCD project calls for additional capacity assessments to be undertaken at the beginning of project implementation tailored to integrate and reconcile the Rio Conventions with the post-2015 Sustainable Development Goals, among other relevant indicators that may contribute to environmental resilience and sustainability. Additional project activities such as the design of the EDIMS, and training programmes are based on the assessments. Project activities are designed to increase the capacity of key, institutions. Through a learning-by-doing and adaptive collaborative management approach, the project will strengthen targeted institutional and technical capacities to create and access better data, information, and knowledge for improved monitoring of global environmental trends. This will be largely manifest around a key set of improved procedures, tools, and best practices to monitor and manage environmental information. These will include the integration of existing databases into a more comprehensive network of information systems.		
26. Is there is a clear plan for how the project will use national systems, and national systems will be used to the extent possible?	Yes (2)	No (0)
27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?	Yes (2)	No (0)

Annex G: UNDP Risk Log

Project risks								
Description	**Date Identified**	**Type**	**Impact & Probability**	**Management Measures[19]**	**Owner**	**Submitted, updated by**	**Last Update**	**Status**
Limited absorptive capacity to carry out the extensive mainstreaming exercises	January 2017	Organizational Operational	Limited absorptive capacity could lead to implementation delays. I=3 P=3	This risk is minimalized by spreading roles and responsibilities to numerous partner ministries, each of which would take the lead, in consultation with HCENR as executing agency. Non-state organizations will also provide additional technical expertise.	Project Manager	UNDP CO	January 2018	No change
Inadequate sharing of information and communication between administration levels	January 2017	Operational	Inadequate sharing and communication could hinder the effective implementation of project outcomes. I=2 P=3	The project design has specifically included activities to facilitate consultations and negotiations with key decision-makers to ensure coordination and sharing of information.	Project Manager	UNDP CO	January 2018	No change
By-laws and amendments to legislation and regulations are not officially approved or enacted in a timely fashion	January 2017	Political	Untimely implementation engenders dependency on partner organizations rather than the appropriate administrative agency. I=3 P=4	The project design has specifically included activities to facilitate consultations and negotiations with key decision-makers to secure their full support for the approval of standards, norms and procedures. Once implementation of the project begins, key stakeholder representatives will meet on a regular basis through the Project Steering	Project Manager	UNDP CO	January 2018	No change

[19] Changed from mitigate to manage. Projects cannot mitigate risks, they can only manage them.

Project risks								
Description	**Date Identified**	**Type**	**Impact & Probability**	**Management Measures[19]**	**Owner**	**Submitted, updated by**	**Last Update**	**Status**
				Committee so that they are aware of the progress of the project and contribute to the adaptive collaborative management of the project. The project will also carry out targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include items like negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.				
Inadequate financing	January 2017	Financial	Inadequate financing could undermine the institutional and organizational continuity as well as the potential realization of opportunities to scale-up. This risk could compound the already limited absorptive capacity to carry out the extensive mainstreaming and activities planned under the project. Inadequate funding also risks institutional and organizational continuity as well as foregoes the	During the preparation phase of the project, careful consideration and negotiation with donor partners and ministries was undertaken to identify financing and secure long-term commitment. The project also has an entire component on the mobilization of financial resources. This risk can also be minimized by spreading roles and responsibilities to partner government agencies and expert non-state organizations	Project Manager	UNDP CO	January 2018	No change

Project risks								
Description	**Date Identified**	**Type**	**Impact & Probability**	**Management Measures[19]**	**Owner**	**Submitted, updated by**	**Last Update**	**Status**
			potential to realize economies of scale. I=2 P=2					
Internal resistance to change	January 2017	Strategic	If not effectively addressed, this risk may limit the project's success. I=2 P=4	The outputs and framework activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made.	Project Manager	UNDP CO	January 2018	No change

Annex H: Letter of Agreement between the Government of Sudan and UNDP for the provision of support services

Project Title: "*Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations*"

Project Award ID: 00111400 / Project ID: 00110463 / PIMS Number 5798

Excellency,

1. Reference is made to consultations between officials of the Government of ***Sudan*** (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
(a) Identification and/or recruitment of project and programme personnel;
(b) Identification and facilitation of training activities;
(a) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of ***Sudan*** and the United Nations Development Programme (UNDP), signed by the Parties on 24 October 1987 (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

_____

Signed on behalf of UNDP

Selva Ramachandran,

UNDP Country Director and Resident Representative a.i.

Date:

_____

For the Government of ***Sudan***

Dr.Noureldin Abdalla

Higher Council for Environment and Natural Resources (HCNER)

Date:

Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Primary Industries (MPI) the institution designated by the Government of ***Sudan*** and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project "*Strengthening targeted national capacities for improved decision making and mainstreaming of global environmental obligations*" project *(Award ID: 00111400/ Project ID: 00110463/ PIMS Number 5798).*

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project document*), the UNDP country office shall provide support services for the Programme as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and/or recruitment of project personnel * Project Manager	June 2018 – June 2022	As per the UPL: US$ 876.82	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner
2. Procurement of goods: * Data show * PCs * Printers	June 2018 – June 2022	As per the UPL: US$ 500 for each purchasing process	As above
3. Procurement of Services Contractual services for companies	On-going throughout implementation when applicable	As per the UPL: US$ 486.12 each hiring process	As above
4. Payment Process	On-going throughout implementation when applicable	As per the UPL: US$ 31.62 for each	As above
5. Staff HR & Benefits Administration & Management	On-going throughout implementation when applicable	N/A	N/A
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	On-going throughout implementation when applicable	N/A	N/A
8. Ticket request (booking, purchase)	On-going throughout implementation when applicable	As per the UPL: US$ 164.04 for each	As above
10. F-10 settlement	On-going throughout implementation when applicable	As per the UPL: US$ 31.62 for each	As above
		Total: up to USD 6,000 from GEF grant	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

Annex I: Output Budget

Output	Description	Total	GEF	Co-Financing
Component 1	**Strengthened policy and legal instruments**	**150,000**	**70,000**	**80,000**
Output 1.1	In-depth SWOT and Gap analysis of existing environmental policies and legislation, and the effectiveness of their enforcement	**30,000**	**20,000**	**10,000**
Output 1.2	Strengthened policy and regulatory framework through improved operational interpretation, enforcement tools, and by-laws	**120,000**	**50,000**	**70,000**
Component 2	**Enhanced capacities to mainstream, develop, and apply policies and legislative frameworks for the cost-effective implementation of the three Rio Conventions**	**430,000**	**230,000**	**200,000**
Output 2.1	In-depth analysis of institutional arrangements for mainstreaming and monitoring of Rio Convention implementation	**35,000**	**20,000**	**15,000**
Output 2.2	Strengthened consultative and decision-making processes for sector mainstreaming of Rio Convention obligations.	**55,000**	**30,000**	**25,000**
Output 2.3	Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations	**70,000**	**30,000**	**40,000**
Output 2.4	Enhanced monitoring and compliance arrangements, e.g., environmental impact and strategic environmental assessments	**143,000**	**70,000**	**73,000**
Output 2.5	Demonstration and early implementation of integrated environmental-development best practices that reflect global environmental priorities and the Post-2015 Sustainable Development Goals	**127,000**	**80,000**	**47,000**
Component 3	**Setting up and early implementation of an environmental management information system for improved monitoring and assessment of global environmental impacts and trends**	**595,000**	**295,000**	**300,000**
Output 3.1	Institutional mapping and design of an optimal environmental data and information management system (EDIMS) for the global environment	**50,000**	**30,000**	**20,000**
Output 3.2	Targeted networking and updating of existing data and information management systems	**135,000**	**80,000**	**55,000**
Output 3.3	Development of new and improved global environmental indicators for select high priority sectoral development plan	**80,000**	**35,000**	**45,000**
Output 3.4	Learning-by-doing training on improved methodologies and analytical skills for interpreting global environmental trends and formulating integrated environmental-sectoral development	**130,000**	**60,000**	**70,000**
Output 3.5	Early implementation of the integrated environmental data and information management system through a select sectoral plan	**95,000**	**40,000**	**55,000**
Output 3.6	Resource mobilization strategy	**105,000**	**50,000**	**55,000**

Output	Description	Total	GEF	Co-Financing
Component 4	**Improved environmental attitudes and values for the global environment**	**461,000**	**195,000**	**266,000**
Output 4.1	Stakeholder dialogues on the socio-economic value of the Rio Conventions	**276,000**	**114,000**	**162,000**
Output 4.2	Brochures and articles on the Rio Conventions	**18,000**	**7,000**	**11,000**
Output 4.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	**32,000**	**12,000**	**20,000**
Output 4.4	Improved educational curricula and youth civic engagement	**95,000**	**42,000**	**53,000**
Output 4.5	Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities	**40,000**	**20,000**	**20,000**
Component 5	**Updated NCSA.**	**249,000**	**120,000**	**129,000**
Output 5.1	Updated focal area assessments of capacity challenges to meet and sustain Rio Convention obligations	**145,000**	**60,000**	**85,000**
Output 5.2	Cross-cutting analysis of systemic, institutional, and individual capacity development needs and priorities	**28,000**	**15,000**	**13,000**
Output 5.3	Updated NCSA Final Report that includes a Capacity Development Strategy and Action Plan	**76,000**	**45,000**	**31,000**
	Total Technical Output Budget	**1,885,000**	**910,000**	**975,000**
	Project Management	**215,000**	**90,000**	**125,000**
A	Project Manager (Part-time)	**88,000**	**44,000**	**44,000**
B	Independent Terminal Evaluation	**28,000**	**25,000**	**3,000**
C	Project Board Meetings	**7,000**	**1,000**	**6,000**
D	Project Support Staff	**20,000**	**10,000**	**10,000**
E	Travel	**8,000**	**1,000**	**7,000**
F	Audio Visual & Print Prod Costs	**5,000**	**-**	**5,000**
G	Equipment and Furniture	**14,000**	**-**	**14,000**
H	Rental & Maintenance-Premises	**27,000**	**-**	**27,000**
I	Miscellaneous Expenses	**4,000**	**1,000**	**3,000**
J	Professional Services: Audit	**4,000**	**2,000**	**2,000**
K	Direct Project Costs	**6,000**	**6,000**	**-**
L	Transportation (Local)	**4,000**	**-**	**4,000**
	Project Total	**2,100,000**	**1,000,000**	**1,100,000**

Annex J: Results of the capacity assessment of the project implementing partner and HACT micro assessment

Available as a separate file (HCENR HACT Report)

Annex I: References

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