



United Nations Development Programme Project Document



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Project title: Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations	
Country: Somalia	Implementing Partner: UNDP Somalia
Management Arrangements: Direct Implementation Modality	
UNDAF/Country Programme Outcome: Outcome 4.1: Government capacities, institutions, policies, plans and programmes strengthened to better prevent, prepare for, respond to and recover from the impact of natural and man-made shocks at Federal, FMS levels and local level Outcome 4.4: Sustainable management of environment and natural resources	
UNDP Strategic Plan Output: Solution 4: Promote nature-based solutions for a sustainable planet	
UNDP Social and Environmental Screening Category: Exempt	UNDP Gender Marker: 2
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Brief project description: The proposed CCCD project provides an opportunity to strengthen Somalia's institutional capacities to meet and sustain Rio Convention obligations. This project directly addresses three main categories of articles under the three Rio Conventions. The project will be implemented through three strategically linked components, each of which contains a set of outputs with their respective activities. At the end of the project, each of the three components will result in an expected outcome, namely: 1) Environmental governance is improved through strengthened policy coordination, 2) Global environmental governance is decentralized, and 3) Environmental attitudes and values for the global environment are improved. The proposed project conforms to the GEF CCCD Strategy, specifically operational frameworks 2, 3, and 4. The project will take an adaptive collaborative management approach that engages stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences that could arise from policy interventions. The project's strategy of pursuing socio-economic and environmental mainstreaming at the national and sub-national level is in line with the 2030 Agenda for Sustainable Development.	
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UNDP TRAC resources	US\$ 500,000
(1) Total Budget administered by UNDP	US\$ 1,500,000
Parallel Co-financing	
Government (in-kind)	US\$ 1,000,000
(2) Total co-financing	US\$ 1,000,000

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Signatures		
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for

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Acronyms and Abbreviations

CCCD	Cross-cutting capacity development
DIM	Direct Implementation Modality
GEF	Global Environmental Fund
FAO	Food and Agriculture Organization
IFAD	International Fund for Agricultural Development
MEA	Multilateral Environmental Agreement
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
GEF	Global Environment Facility
LDCF	Least Developed Country Fund
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
NAPA	National Adaptation Programme of Action to Climate Change
NCSA	National Capacity Self-Assessment
NDP	National Development Plan
NGO	Non-Governmental Organization
PMU	Project Management Unit
PPG	Project Preparation Grant
PRSP	Poverty Reduction Strategic Paper
PSC	Project Steering Committee (Project Board)
SBAA	Standard Basic Assistance Agreement
SESP	Social and Environmental Screening Procedures
SMART	Specific, Measurable, Attainable, Relevant, and Time-bounded
SWOT	Strengths, Weaknesses Opportunities, Threats
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UNSF	UN Strategic Framework for Somalia

A. DEVELOPMENT CHALLENGE

A.1 Development Context

1. Somalia lies in the Horn of Africa. Its arid biome is renowned as a biodiversity hotspot, at one time having the reputation of being one of the best wildlife havens in Africa. However, the Horn of Africa has since become one of the most degraded hotspots in the world, with only about 5 percent of its original habitat remaining. Despite the loss of habitat, Somalia retains important biodiversity, with over 2,700 endemic plant species and a number of endemic and threatened animal species, such as the beira, the dibatag, and Speke's gazelle. Other important endemic species include the Somali wild ass and the sacred baboon. Somalia also has more endemic reptiles than any other region in Africa (Federal Republic of Somalia, 2015).

2. Somalia is also among the world's most vulnerable countries to the impacts of climate change, which are to a large degree the result of poverty, environmental degradation, migration and conflict. Due to the relatively low degree of institutional resilience and absorptive capacities, there are not many policies or programmes to mitigate or adapt to the impacts of climate change.

3. More than 80% of Somalia's landmass is arid and semi-arid and experiences extreme weather conditions. Historically, drought has been an on-going issue for the country. Five main factors cause environmental degradation which further exasperates the frequency and consequences of drought. These include: population growth (the population growth rate is estimated at 2.4% per year, making it one of the highest in the world), cost of rural colonization, deforestation, soil erosion, and climate change. For the past few years, most of the country has been experiencing a devastating drought. Consequences have been severe; for example, springs, which contribute 11% of groundwater, have lost as much as 90% of the water (Hussein, 2017).

4. Land degradation is another major environmental issue in Somalia. The north-east and north-west regions are the most impacted due to their steep topography and frequent flash floods leading to the formation of deep gullies. Land degradation is most advanced around the main ports, as well as around watering holes and wells, where the diminished carrying capacity of the rangeland no longer supports the grazing requirements of the animal populations. Deforestation to meet the increasing charcoal demand and over-grazing is also extensive across Somalia; forests cover only about 10.5 percent of the country due to rampant clearing for agriculture and the production of charcoal (State Minister for Environment, Office of the Prime Minister and Line Ministries and Ministry of Planning, Federal Government of Somalia, 2015). Somalia's economy and livelihoods are predominantly driven by the livestock grazing sector, in particular goats, sheep, camels and cattle. Free-range grazing is practiced by indigenous nomadic tribes and communities, with routes determined by the availability of forage and water. Due to limited rotational grazing or other management mechanisms to ensure sustainable use of rangelands, the high grazing pressure has led to significant habitat degradation and loss of biodiversity across the country.

5. Recognizing the global importance of the country's biodiversity, risks and threats arising from desertification and drought, as well as the impacts from climate change, the Federal Government of Somalia is committed to managing its environment and natural resources in a way that meets national sustainable development priorities while at the same time meeting obligations under three Rio Conventions. The Government is a party to a number of multilateral environmental agreements and has undertaken a number of related projects and initiatives. Despite these efforts, Somalia continues to experience important barriers and challenges that hamper the effective implementation of the Rio Conventions.

A.2 Consistency with National Priorities

6. This is a Rio Convention mainstreaming project; thus, the proposed project sets out to meet barriers identified in Somalia's 2016 NCSA (see A.3. below). This project is also consistent with the other GEF-funded enabling activities, a number of which have identified the same or similar barriers to meeting and sustaining Rio Convention objectives. Somalia is in the process of finalizing their National Action Programme under the UNCCD and the National Biodiversity Strategy and Action Plan under the UNCBD. The draft National Biodiversity Strategy and Action Plan is Somalia's first effort to holistically and systematically look at biodiversity. The draft identified several challenges to meeting biodiversity objectives including a) limited skills and understanding of biodiversity conservation of the relevant staff, limited human capacity (e.g., skills,

sheer number, equipment, finances) on the ground/in the field, b) limited engagement of other sectors such as private sector, civil society/NGOs and grass-root communities , c) limited coordination within and between sectors, d) technology gaps, e) limited funding, and f) security concerns. The Initial National Communication under the UNFCCC also identified a) limited qualified technical personnel, b) little awareness of climate change, and c) gaps in data and information collection, and management capacities, as barriers.

7. The project is also aligned with Somalia's National Adaptation Programme of Action to Climate Change (2013). The goal of the NAPA is to make the Somali people more resilient to climate change. The NAPA identified the following as limitations/barriers to meeting objectives: a) political disintegration, b) lack of coordination or strong coordination mechanisms, c) political divisions (particularly Federal Somalia, Puntland and Somaliland) make the implementation of national programs challenging, and d) security. Awareness-raising on climate change has begun due to efforts by donors and processes such as the NAPA (Somalia Ministry of National Resources, 2013). However, significant campaigns are required to spread understanding across national and local levels.

8. Although 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 Somalia'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.

9. This project is also aligned with national priorities, plans, and policies, including the 2012 Provisional Constitution of the Federal Republic of Somalia (2012) that places strong emphasis on environment, land rights and natural resources. For instance, Article 25 establishes citizens' rights to "an environment that is not harmful to their health and well-being, and to be protected from pollution and harmful materials." Article 25 also established rights to "a share of the natural resources of the country, whilst being protected from excessive and damaging exploitation of these natural resources." Article 43 states that land shall be used and managed in a sustainable manner. Article 45 directly addresses the environment and its protection, calling for The Federal Government to "give priority to the protection, conservation, and preservation of the environment against anything that may cause harm to natural biodiversity and the ecosystem." Along with this declaration, Article 45 calls on citizens to safeguard and enhance the environment, and calls for The Federal Government to enact legislation, adopt environmental policies, and "Take necessary measures to reverse desertification, deforestation and environmental degradation, and to conserve the environment and prevent activities that damage the natural resources and the environment of the nation."

10. The project will also assist the Government of Somalia to achieve the national priorities as set out in its Compact (2014-2016). Somalia's Compact provides a strategic framework, which builds on existing plans and strategies (such as the Six Pillar Programme), for coordinating political, security and development efforts for peace and state-building. More specifically, the Compact defines aid policy and principles. One aim of the compact is to strengthen the mutual commitments between the Federal Government and international partners. The Compact is made up of five strategic objectives, including a) Inclusive Politics, b) Security, c) Justice, d) Economic Foundations, and e) Revenue and Services.

11. Environment issues are a strong component of the Six Pillar Policy as well. Under Pillar Four, the Policy calls for a) the enactment of laws that protect the environment; b) incorporation of the environment into formal and informal education; and c) the rectification of past environmental damages such as deforestation and coastal pollution.

12. Outcomes under this project also strongly align with the UN Strategic Framework for Somalia (2017-2020). This UNSF functions as Somalia's UNDAF. The UNSF has several priorities based on the Peacebuilding and State-building Goals in the expired Somali Compact and the UN's Integrated Strategic Framework for Somalia 2014-2016. This project most closely aligns with UNSF Outcome 4.1: "Government capacities, institutions, policies, plans and programmes strengthened to better prevent, prepare for, respond to and recover from the impact of natural and man-made shocks at Federal, FMS levels and local level" and

Outcome 4.4: “Sustainable management of environment and natural resources (United Nations , 2017).”

13. This project is also consistent with the 2017-2019 National Development Plan, which outlines Somalia’s short- to medium-term development priorities. The NDP is aligned with both the Sustainable Development Goals and the Interim Poverty Reduction Strategy Paper. Additionally, this project aligns with the companion document to the National Development Plan, the Use of Country Systems (2017) roadmap. This roadmap addresses why use of country systems remains low, and how streamlining development can strengthen systems and encourage development partners to utilize Somalia’s systems.

14. Two additional plans that this project aligns with are the Somaliland’s National Development Plan (2017-2021) and Puntland’s 5-year Development Plan (2014 – 2018). The goal of the Five-Year Development Plan is to promote the conservation of nature, the protection of the environment for present and future generations, and promote sustainable environmental and natural resource management to reduce poverty and enhance livelihoods. The overall objective of Somaliland’s National Development Plan (2012-2016) is to address and overcome the structural and institutional development constraints that Somaliland faces, and to achieve social and economic transformation towards the attainment of national prosperity (Republic of Somaliland, Ministry of Planning & Development, 2011).

A.3 Challenges and Barriers

15. Although Somalia has a strong commitment to protecting its natural resources, as a Least Developed Country, it is struggling to fulfill many of the objectives set forth in the Rio Conventions. There are many barriers contributing to this, such as security concerns, limited implementation of policies and planning frameworks due to limited government resources, limited human capacity, and a lack of appropriate technologies. Somalia also struggles with limited coordination and sharing of information among government agencies and institutions.

16. Somalia’s NCSA was completed in 2016. The NCSA identified a number of areas that explain the difficulty in fulfilling the obligations of the Rio Conventions. The challenges that cut across the three Rio Conventions identified in the 2016 Final Report and Action of the Somalia’s National Capacity Self-Assessment include:

- Security and conflict, particularly in central and southern Somalia
- Limited coordination and exchange of information between decision-makers
- Limited environmental governance
- Weak policy and legislative framework
- Limited availability of necessary technical know-how and awareness of the conventions
- Limited environmental awareness among policy and decision-makers
- Somalia’s systems for information management are deficient
- No formal or institutionalized platforms for information exchange
- Deficiency of skilled personnel in specific fields who can implement the obligations of the conventions
- Limited funding at all levels

17. The National Development Plan 2017-2019 confirmed several of these barriers. The plan highlights the collapse of governance structures and a lack of security as major factors undermining reliable and sustainable management of environmental resources. Additionally, the plan emphasizes the need to rebuild the Ministry of Environment, restore the capacity of institutions and communities, and develop policy and plans. Capacity challenges and barriers were also reaffirmed in the 2018 draft *Stocktaking report and recommendations to advance the NAP process in Somalia*. This report found the following barriers: a) inadequate coordination mechanisms b) limited capacity for climate change adaptation planning and implementation, c) limited legislative and regulatory frameworks, and d) a low level of awareness and professional capacity among civil servants and government officials.

A.4 Baseline Projects

18. Somalia had sound environmental policies before the fall of the central government in 1991. Following the collapse, environmental issues were largely neglected until the previous Transitional Federal Government of Somalia brought Somalia back into global efforts to address environmental issues by becoming signatory

to several conventions, including the Rio Conventions. Somalia is a signatory to all three Rio Conventions: the UN Convention to Combat Desertification (ratified in July 2002); the UN Framework Convention on Climate Change (ratified in December 2009); and the UN Convention on Biological Diversity (ratified in December 2009). The Federal Government of Somalia has also demonstrated its desire to protect its natural resources through a number of projects financed by the international community. For example, the GEF contributed US\$ 4.2 million for land degradation projects, US\$ 8.1 million for biodiversity conservation, and US\$ 6.5 million for climate change projects. Currently, the bilateral and multilateral donors working in Somalia include the United States, the European Union, African Development Bank, GEF, IFAD, UNDP, FAO, and the World Bank. Contributions from the donor community are being used to address cross-cutting capacity development challenges through a number of interventions.

19. One important baseline project is **Drought Impact and Needs Assessment and Recovery and Resilience Framework**. The DINA provides an assessment of drought damage and loss impacts so that recovery and resilience needs can be developed. Along with identifying critical impacts and needs, the DINA suggests practical solutions across multiple sectors. Among other recommendations, the assessment calls for injecting the capacity to coordinate/plan into local government institutions, particularly at the municipal and district levels. Additional recommendations include capacity building of government institutions, and support to legislation and policy development. Findings from the assessment will inform the development of a Recovery and Resilience Framework under the Government’s National Development Plan. The RRF will provide the institutional, policy, and financial foundation to facilitate Somalia’s transition from humanitarian relief, to recovery and long-term development. Additional baseline projects¹ are presented in the table below.

Table 1: Associated Baseline Projects

Project name	Lead Agency	Related Activities
Preparations of National Adaptation Plan of Action (NAPA) in response to Climate Change for Somalia	GEF	Component 1 Public participation and awareness raising
Enhancing Climate Resilience of the Vulnerable Communities and Ecosystems in Somalia	GEF/LDCF US\$ 8,000,000	Component on “Enhancing Policies, Institutional Frameworks and Government Capacities”
Reducing Vulnerability and Building Community Resilience to Climate Change Effects in Somaliland	Candlelight / KNH BMZ	Enhance community resilience and climate change adaptation
Climate Adaptation Training	Candlelight, FGS and Ministry of Fisheries, Marine Resources and Environment / GEF	Increase community knowledge on climate change and management of climate hazards

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

B. PROJECT GOAL AND STRATEGY

20. The proposed CCCD project provides an opportunity to strengthen Somalia's institutional capacities to meet and sustain Rio Convention obligations. This project directly addresses three main categories of articles under the three Rio Conventions. The first set of articles refer to stakeholder engagement; the three conventions call for the building of capacities of relevant individuals and organizations (i.e., resource users, owners, consumers, community and political leaders, private and public-sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue (FCCC: Articles 4 & 6; CBD: Articles 10 & 13; and CCD: Articles 5, 9, 10 & 19). The second set of articles focus on developing capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management (FCCC: Article 4 & 6; CBD: Articles 8, 9, 16 & 17); and CCCD: Articles 4, 5, 13, 17, 18, and 19). The third set of capacities focus on strengthening environmental governance, specifically, to strengthening capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions (FCCC: Article 4; CBD: Articles 6, 14, 19 & 22); and CCD: 4, 5, 8, 9 & 10). Article 7 of the CBD, article 16 of the CCD, and article 5 of the FCCC specifically call for strengthening monitoring, data and information management, and sharing.

21. The proposed project **conforms to the GEF CCCD Strategy, specifically operational frameworks 2, 3, and 4**. The project will take an adaptive collaborative management approach that engages stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences that could arise from policy interventions. The project's strategy of pursuing socio-economic and environmental mainstreaming at the national and sub-national level is in line with the goals of the 2030 Agenda for Sustainable Development.

22. The proposed **CCCD project will develop a targeted set of systemic, institutional, and individual capacities** to strengthen the country's underlying capacities to meet and sustain global environmental obligations. By taking a learning-by-doing approach, the project will mainstream and integrate global environmental priorities within targeted existing monitoring, evaluation and decision-making processes. **The objective of this project is to strengthen a targeted set of national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities, with particular attention to improving collaboration and coordination between and among the federal and state governments.** Although when compared to the portfolio of GEF-funded projects in other countries, the project's outputs may not necessarily be innovative, this project is innovative in its aim to strengthen cooperation and collaboration of stakeholders (at the national and sub-national levels) on the shared but differentiated comparative advantages, roles and responsibilities for cost-effective and synergistic environmental management - with an emphasis on the global environment.

23. The project will review and assess the extent to which better and best practices to mainstream Rio Conventions through strengthened policy and legal instruments, as well as strengthened decentralization for improved planning and decision-making are innovative and transformative for Somalia². This cross-cutting capacity development project will help institutionalize cost-effective management synergies that are tailored to the Somali context.

24. The **transformative nature of the project** lies in its efforts to help Somalia make more informed decisions on best practice approaches for integrated global environmental and sustainable development. Under the project, all levels of government will be responsible for taking on the challenges of global environment and meeting the convention guidelines as part of this project. Further, the onus will be on every level of government to use the best available data, information and knowledge to make more informed decisions. Activities will therefore be implemented to involve as many and as diverse stakeholders in order to ensure a more comprehensive and holistic approach to creating, accessing, and using the best available data

² The project will take special care to work with all parties to ensure adherence to the principles of the 2012 Provisional Constitution.

and information.

25. This project contains specific activities to increase the use and sharing of knowledge such as brochures, youth engagement, and learning-by-doing training to strengthen individual and institutional capacities to use knowledge in decision making. As for learning from other projects, this project is part of a portfolio of capacity building interventions in the country that encourages regional cooperation and knowledge and information exchanges. Partnerships and collaboration will catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programmes/workshops). The **project's approach to knowledge management** is consistent with the International Resource Panel Report on Policy Coherence of the Sustainable Development Goals which emphasizes the need for developing widespread awareness and creating and disseminating decision support tools.

B.1 Theory of Change

26. This project will address specific cross-cutting capacity development priorities identified in the 2016 NCSA in order to catalyze Somalia's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. More specifically, this project will lead to change by systematically targeting key barriers to make incremental improvements. These short-term changes will in turn lead to long-term improvements; not only will the project develop capacities, it will also lay the groundwork for improved systems and frameworks to sustain outcomes.

27. Capacity development is a vital piece of development effectiveness (Organisation for Economic Co-operation, 2006). Additionally, as 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 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, as well as an entire component focused on awareness building (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, & Twining-Ward, 2014; United Nations, 2011).

28. This CCCD project will be critical in strengthening the country's capacities to protect and sustainably use natural resources to deliver both national socio-economic development and global environmental benefits. Global environmental benefits will be delivered in the medium to long term by integrating the Rio Conventions into targeted national development frameworks. In this way, cost-effective synergies will be sought and capitalized upon while taking into account the country's absorptive capacities and security concerns. 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. The project will also contribute to change by catalyzing Somalia's road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

29. In addition to aligning with Somalia's national development priorities (section A.2), this project will make an important contribution to satisfying Somalia's programme priorities as outlined in the 2018-2020 Country Programme Document for Somalia (UNDP, 2018). This includes the need to address Somalia's heavy reliance on unsustainably managed natural resources, deforestation, recurrent floods and droughts, among other development priorities. The approach outlined in the Country Programme Document to pursue these development objectives is through "trust-based lasting relationships at all levels and thought leadership

on the National Development Plan ...[through] growing partnerships with the GEF, Green Climate Fund, and UNEP” (UNDP, 2018:4). Somalia’s *Use of Country Systems* (2017), a companion document to the National Development Plan, provides guidance on streamlining and ensuring a low transactional approach to development. The roadmap details targets and indicators to encourage development partners to use Somalia’s systems. As fiduciary risks are reduced, and Somalia’s systems are strengthened, development partners’ use of the country’s systems should increase. (Federal Government of Somalia, 2017).

30. The strategic approach to development for Somalia is focused on a set of core government functions and strengthening institutional capacities, which will include the development of an integrated platform to strengthen accountability. The activities of the CCCD project will be carried in an adaptive collaborative management approach in order that they be appropriately carried out and institutionalized legitimately and sustainably with other development activities being carried out by other programmes and projects.

C. PROJECT RESULTS

C.1 Expected Results

31. 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 state, national, and global level.

32. The expected outcome of the project is that Somalia 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. 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).

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

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

- Environmental governance is improved through strengthened policy coordination
- Global environmental governance is decentralized
- Environmental attitudes and values for the global environment are improved

Component 1: Improved environmental governance through strengthened policy coordination

34. Component one focuses on 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 analysis of key policies and institutional arrangements that will help inform the targeted 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.

Output 1.1 In-depth analysis of policies and associated institutional arrangements for mainstreaming and monitoring of Rio Convention implementation

35. This output will focus on in-depth analyses of the current policy and legal framework. This activity will begin with working groups preparing analytical frameworks for the three Rio Conventions. This analysis will be completed through focus groups and workshops in order to assess the capacity and policy at the federal 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 Somalia's policy framework on environmental governance.

Output 1.2 Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation

36. 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, codes, and operational guidance which will be distributed.

Activities:

- 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 appropriate 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, laws and relevant texts pertaining to Rio Convention implementation. Technical staff of government agencies and local community representatives will facilitate the wide distribution and use of actual codes, laws and texts pertaining to the decentralization and protection of the global environment and natural resources.

Output 1.3 Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.

37. 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/liaison protocols on consultative and decision-making processes³ 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.

Activities:

- 1.3.1 Convene working group meetings to negotiate best consultative and decision-making processes. This activity is critical to the project. There have been past experiences, some successful, some not so successful on how government agencies collaborate and consult with each other. This activity, which comprises a set of meetings, is intended to discuss and debate best practicable approaches to improving how planners, decision-makers, and other stakeholder representatives work together across institutions and sectors.
- 1.3.2 Draft memoranda of agreements on consultative and decision-making processes. This will be based on the extensive discussions and recommendations made under 1.3.1. This will include liaison protocols among partner agencies and memorandum of agreement with other non-state stakeholder organizations. This activity will include specific arrangements to promote gender equality in monitoring and decision-making.

Output 1.4 Targeted updating and streamlining of institutional mandates to facilitate and catalyze long-term action to meet global environmental obligations through mainstreaming, monitoring, and compliance.

38. Under this output, institutional mandates and planning processes will be updated. This output supplements the similar and complementary exercise on the consultative and coordinating mechanisms. For this reason, output 1.4 and 1.3 should be carried out as parallel exercises.

Activities:

- 1.4.1 Undertake an in-depth analysis of institutional arrangements, focusing on the mainstreaming of the three Rio Conventions, the specific monitoring of their obligations, and institutional barriers for compliance. The latter should take the form of a SWOT and gap analysis and build on the analysis of 1.1.1. This analysis will include the effectiveness of existing coordination and consultative arrangements, with particular attention to the challenges of decentralized environmental management and governance. Based on the analysis, technical working groups will submit technical and policy

³ Only one memorandum of agreement may be needed. This will be determined during the early consultations related to this activity.

- recommendations to the relevant ministries and agencies and prepare a brief to recommend institutional reforms for improved mainstreaming, monitoring, and compliance to Rio Convention obligations.
- 1.4.2 Undertake an assessment of current data collection and generation methods of key agencies with attention to harmonization and metrics, relevance, validity, and quality. This will be informed by the analysis and recommendations of 1.4.1. This activity will be supported by a networked platform (see 3.5.1 and 3.5.2) as well as preparation of periodic M&E report
 - 1.4.3 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 based on recommendations from 1.4.1 and 1.4.2, as well as being informed by other relevant project outputs, such as 1.1.
 - 1.4.4 Carry out a targeted updating and streamlining of institutional mandates that focus on recommended improvements (per 1.4.1 and 1.4.2). These will focus on those arrangements deemed necessary to catalyze Rio Convention mainstreaming, as well as improved monitoring and compliance. Very careful attention will be given to reconciling the differing arrangements among the various regional bodies.
 - 1.4.5 Learning-by-doing workshops on better practices for periodic reporting on Rio Convention implementation

Component 2: Decentralization of global environmental governance

39. Component 2 will take a learning-by-doing approach to demonstrate how global environmental benefits can be generated through best practice local and regional development plans. To this end, GEF resources will be used to integrate global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans. This formulation process will be carried out by stakeholders who are already responsible for developing and implementing local and regional plans, with the active involvement of key national stakeholders to ensure legitimacy and political commitment. Additionally, under this component, activities will be carried out that will strengthen organizational and technical capacities for local actors to plan and manage their environment and natural resources in a way that meets both global environmental and sustainable development priorities.

40. This component will build on the analysis of output 1.1, but shift focus to decentralized environmental governance. This analysis will be further reinforced by updating selected planning frameworks (e.g., development or sector plan) and developing a roadmap to guide Rio Convention mainstreaming into the selected plan. A resource mobilization strategy will also be developed to support the financial sustainability of project outcomes. Particular attention will be given to catalyzing the decentralized governance of environmental and natural resource management. To this end, activities will include an in-depth analysis of the financing needs. Based on the recommendations of this analysis, a working group comprised of finance and economic experts will be created to discuss opportunities for piloting and implementing best practice and innovative financial and economic instruments.

Output 2.1 SWOT and Gap analyses of policies for catalyzing decentralized environmental governance

41. This output will consist of a series of meetings and focus group discussions to have a very clear understanding on how existing policies currently operate. The gap analysis will emphasize opportunities and barriers for improved policy. This output will lead to a set of recommendations for improved decentralized (2.2).

Activities:

- 2.1.1 Undertake a SWOT and gap analysis of environmental governance decentralization policies. Whereas 1.1 focuses on institutional arrangement, this activity focuses on policies on management of the global environment.

Output 2.2 Guidelines for decentralized management of the global environment

42. Based on the SWOT and gap analysis of 2.1, this output focuses on the development of guidelines on decentralization and the preparation of a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance. The guidelines will be tested in 2.4 and the roadmap will be updated in the last year of project implementation on the basis of lessons learned from the piloting/early implementation activities under output 2.4.

Activities:

- 2.2.1 Develop guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans. These guidelines will be based on best practices and tailored to each state. The guidelines will be tested in 2.4. Once these guidelines have been tested and revised, they will be finalized, printed, and widely distributed.
- 2.2.2 Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance. This roadmap will be supported by the various guidance material of activity 2.2.1, and will be improved in the last year of project implementation on the basis of lessons learned from the piloting/early implementation activities under output 2.4. The roadmap will offer practical steps and approaches to adopt better practices (not necessarily "best" practices if the latter are deemed not feasible with the Somali context). The roadmap should include expected outcomes as they pertain to long-term implementation, replication, and scaling-up. Other mainstreaming exercises under the project are carried out (e.g., activity 1.4.4) will inform the preparation of the roadmap, making the roadmap a dynamic instrument over the course of project implementation.

Output 2.3 Targeted strengthening of capacities for decentralized global environmental governance

43. This output consists of a set of activities to develop capacities for mainstreaming Rio Conventions obligations into socio-economic development plans at the national and sub-national levels. Capacity development will take place through a set of learning-by-doing trainings. After all workshops are completed (2.3.5) an assessment of lessons learned from the trainings will be collected and used to inform the revision and updating of a long-term training programme.

Activities:

- 2.3.1 Undertake an assessment of technical training needs to mainstream Rio Conventions obligations into socio-economic development plans at the national and sub-national levels. This includes an assessment of capacities of sub-national actors to formulate and operationalize policies and plans that integrate global environment priorities. The assessments will lead to a needs assessment that will describe the extent to which gender issues are relevant to meeting and sustaining global environmental objectives.
- 2.3.2 Carry out baseline and end-of-project surveys on technical capacities. The baseline survey of decision-makers and planners' technical capacities will be carried out with at least 100 participants, whereas the end-of-project survey will include at least 200 participants. Efforts should be made to carry out the survey with as many informants as possible.
- 2.3.3 Identify and collate the training material to support the training programme. This activity is specific to training needs, but will certainly complement the identification and preparation of guidelines under activity 2.2.1. These activities kept distinct from one another to emphasize the need for different types of materials. Whereas the guidelines will be best identified and prepared through experts and learning-by-doing workshops, the training material would be prepared only by experts.
- 2.3.4 Prepare a training programme for mainstreaming the Rio Conventions into local development plans. The preparation of the training programme will be in two parts: the first will be in the first year of the project and intended to provide for the training needs under the project. As part of activity 2.3.6 that will carry out an assessment of lessons learned from the trainings carried out under the project, the training programme will be revised on the basis of lessons learned in order to serve post-project training needs.

- 2.3.5 Carry out training courses and workshops on Rio Convention mainstreaming. The learning-by-doing training workshops will result in average test scores no lower than 80%. After the courses, feedback evaluations will be collected from trainees on course effectiveness (90% response rate for each course). At least 250 officials drawn from national communes and sub-national level offices of the key technical agencies and other key stakeholder representatives will participate in the training. Additionally, at least 80 government staff members that are directly implicated in the planning and decision-making process to monitor and enforce environmental legislation will participate in the training workshops.
- 2.3.6 Undertake an assessment of lessons learned from the trainings carried out during the project and use these results to inform the revision and updating of a long-term training programme first developed and tested under 2.3.4.

Output 2.4 Three sub-national pilot projects to test implementation of sub-national planning frameworks that integrate global environmental obligations

44. This output focuses on testing the improved sub-national planning frameworks through three pilot projects. A collaborative consultation process will be used to select the plans for mainstreaming. Before implementation begins, stakeholder workshops will reconcile mandates among local and regional authorities.

Activities:

- 2.4.1 Select three sub-national areas (regions/sites/locales) within which to demonstrate Rio Convention mainstreaming, monitoring, and compliance. Among the criteria for their formulation and selection are the choices of integrated environmental-development best practices that reflect global environmental priorities and the goals of the 2030 Agenda for Sustainable Development. As part of this activity, project concept proposals will be formulated for each of the pilot projects. This will go through a process of vetting to ensure that the most appropriate and best designed pilot project for mainstreaming, monitoring, and/or compliance in the selected regions will move forward.
- 2.4.2 Set up the institutional arrangements to implement the pilot activities and exercises. Government and other stakeholders will draft revised mandates and operational plans (at both national and sub-national levels) through collaborative learning-by-doing workshops. Institutional reforms will be initiated by target institutions.
- 2.4.3 Demonstration and piloting of the sub-national/regional projects selected under 2.4.1. These will be strategically selected and coordinated with other projects to capitalize on potential synergies and fill key gaps.
- 2.4.4 Cull lessons learned from pilot activities. This will inform the roadmap of activity 2.2.2.

Output 2.5 Resource mobilization strategy for Rio Convention mainstreaming

45. This output is designed to support the financial sustainability of project outcomes. Activities will incorporate innovative financial and economic analyses of the project that incorporate environmental and social impacts. The resource mobilization strategy will be presented at the one-day Project Results Conference (activity 3.1.1).

Activities:

- 2.5.1 Identify a set of best practice and innovative financial instruments relevant to the Somalian context. This activity will comprise a set of tasks to assess the financial requirements for long-term monitoring, enforcement, and compliance of Rio Convention implementation. A series of consultations set of experts and other stakeholders will be convened to better understand and appreciate their systemic, institutional, and individual capacity requirements.
- 2.5.2 Conduct a feasibility study on financial and economic instruments for piloting. Building on the results of 2.5.1, this activity will structure a programme of specific exercises to pilot innovative financial and/or economic instruments.

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

Component 3: Improved environmental attitudes and values for the global environment

46. The final component will focus on a set of activities designed to strengthen the awareness and understanding of a wider population in Somalia. This component is key to ensuring 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. As many stakeholders, and other social actors, as possible will be invited to participate in the workshops and dialogues. This is intended to increase the number of individuals that are more conscious of the inherent value and need to more environmentally friendly and sustainable development, in particular the value of meeting Rio Convention obligations. Stakeholders will include a broad cross-section of media representatives, teachers, civil society leaders and champions, private sector, NGO representatives, academic and research institutions, as well as government representatives from all ministries, both at the national and sub-national levels.

Output 3.1 Stakeholder dialogues on the socio-economic value of the Rio Conventions

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

Activities:

- 3.1.1 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 Somalia 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.
- 3.1.2 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.
- 3.1.3 Develop and validate public awareness and communication campaign plan. This activity will elaborate and organize the set of awareness-raising activities that will be undertaken by the project

- 3.1.4 Convene three (3) public policy dialogues. This activity will be structured slightly differently than the learning-by-doing workshops, in that they will serve as a public forum for intellectuals, leaders, and activists to present and exchange cutting-edge views on the national-global environment nexus. These dialogues will be an extension of the panel discussions of the kick-off conference.
- 3.1.5 Convene national and sub-national awareness workshops. These workshops will be structured and organized on the basis of the public awareness campaign developed under output 4.2.1. Target participants will include representatives of all related ministries, parliamentarians, as well as communes and municipal government planners and decision-makers, among other stakeholder representatives (e.g., NGOs, private sector, and academia). Gender balance for the workshops will be indicated by at least 50% participation by women.
- 3.1.6 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 Somalia's natural resources for the generation of financial and economic wealth. This would be like a forum to complement the private sector roundtables of the NAP project.
- 3.1.7 Convene workshops targeted to media professionals to improve environmental reporting. These workshops will enable journalists of television, radio and print to report on global environmental issues and their relevance, especially taking into account that, in general, journalists do not necessarily have a special training or understanding of global environmental issues. Media awareness workshops is also intended to increase reporting in the popular literature on social and economic values of conserving Somalia's environment as well as the important losses associated with environmental degradation.

Output 3.2 Brochures and articles on the Rio Conventions

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

Activities:

- 3.2.1 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 3.3 Public service announcement(s) on globally sensitive and environmentally friendly behavior

49. This output includes several activities to develop and air public service announcements on provincial television. These are intended to highlight the value of the environment and the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

Activities:

- 3.3.1 Prepare and air a public service announcement on Rio Convention. This 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 PSA video will also be shown at the awareness-raising workshops and dialogues, as well as on the relevant websites and social media.

Output 3.4 Improved educational curricula and youth civic engagement

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

Activities:

- 3.4.1 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.
- 3.4.2 Develop and implement a high school competition plan on the economic values of the natural resources found in Somalia.
- 3.4.3 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 natural resource valuation. This activity thus responds critically to the need to address the country's limited absorptive capacity.

Output 3.5 Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities

51. This output aims to increase Somalia's use of the 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.

Activities:

- 3.5.1 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.
- 3.5.2 Technological support for strengthening a cohesive/networked platform for data and information sharing. This activity is manifest by the recruitment of an information and communication technology specialist who will work with the managers of existing platforms to tweak their systems and webpages to meet agreed data sharing objectives.
- 3.5.3 Create a Facebook page on environmental information and Rio Convention mainstreaming. Upload relevant content at least twice per week.

C.1.b Project Indicators

52. At the project objective level, there are **three key outcome indicators** (per the Integrated Results and Resources Framework – IRRF) that will serve to guide the overall adaptive collaborative management of the project through effective monitoring and feedback mechanisms. These three indicators respond specifically to the requirement for all UNDP/GEF projects to track their contribution to meeting expected outcome targets under the UNDP 2014-2017 Strategic Plan.

Indicator 1 (IRRF Output 1.3): Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

IRRF Output 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.

IRRF Output 1.3.2: a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems services, chemicals and waste b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.

IRRF Output Indicator 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

Indicator 2 (IRRF Output Indicator 2.5.1): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.

Indicator 3 (IRRF): Number of direct beneficiaries. This indicator is a measure of how many stakeholders have benefitted from project capacity building activities. During project execution, participants to all learning-by-doing workshops will be recorded and the number of unique participants counted (to avoid double counting).

Indicator 4: Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened

Indicator 5: Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation.

Indicator 6: Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.

Indicator 7: Targeted institutional mandates are updated and streamlined

Indicator 8: Guidelines for decentralized management of the global environment developed

Indicator 9: Capacities for decentralized global environmental governance strengthened

Indicator 10: Sub-national pilot projects are carried out to test implementation of sub-national planning frameworks

Indicator 11: Resource mobilization strategy

Indicator 12: Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders

Indicator 13: Awareness is improved through brochures articles, public service announcement(s), and education modules

Indicator 14: Improved Internet visibility of the value of protecting the global environment to socio-economic development priorities

53. In Section E, the Project Results Framework, an assessment of the baseline for the relevant indicator is provided, as well as end-of-project target indicators. As a medium-sized project, there will not be an independent midterm evaluation to monitor and track project indicators.

C.2 Risks and Assumptions

54. Perhaps the most significant risk to this project is limited absorptive capacity. However, this risk is mitigated by distributing the roles and responsibilities amongst numerous partner ministries and actors that would take the lead, in consultation with the Office of the Environment as executing agency, and independent expert non-state organizations to provide additional technical expertise.

55. Another risk to the project is limited political will. This is made worse by the relatively low level of cooperation between agencies and organizations at the federal and state levels. Political divisions, particularly the existence of the distinct states make the implementation of national programs challenging. Adequate coordination mechanisms (both at the federal and regional levels) currently do not exist. The project will first address these risks by holding consultations 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 pursue targeted capacity building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include activities such as negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.

56. Inadequate funding also presents a risk. Somalia's government structures are extremely handicapped by the lack of financial and human resources. 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 will be undertaken to identify incentives and secure long-term commitment to active project participation and project deliverables. Given that project results emerge through external financing and support, key project results must be sufficiently institutionalized if the larger outcomes are to be sustainable. There may be insufficient commitment to implement project recommendations for post-project activities in the absence of new external financing. For this reason, the project includes a specific output on resource mobilization to address the issue of financial sustainability.

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

58. Another significant risk lies in the willingness of agencies, offices, and ministries to change their internal business models, specifically in line with recommendations that better integrate Rio Convention obligations. Internal resistance to change is a natural human condition which is based on people's comfort with known policies and procedures. Nonetheless, the basis for this project is that these policies and procedures could be improved. To address this risk, the outputs and activities of this project were chosen to take into account these existing "business-as-usual" approaches. Activities under this project call for incremental modifications to be made, and activities will be facilitated by national experts and independent advisors so that stakeholders discuss and come to consensus agreements themselves. This approach will help strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises. The project also makes the assumption that stakeholders will give the benefit of the doubt to the design of the project activities, actively participate in the project to negotiate issues and recommendations towards a consensus, and be open to new and opposing perspectives. During implementation, an international expert in capacity development will be made available to help keep the project technically sound and ensure that it remains within the system boundary of the project (as delimited by this PIF).

59. Finally, one risk to the project is the instability of some regions in Somalia. Conflict and insecurity threaten Somalia's peace, development, and resources. There is an implicit assumption that political and institutional changes will take place as the country and government continues to evolve. This project will be designed and implemented in a way that allows for activities to appropriately adapt to such potential changes. However, this project makes the assumption that political commitment to the project will not wane during its implementation or beyond, jeopardizing the institutional sustainability of project outcomes. For this reason, the adaptive collaborative management approach described previously is central to the success of the project. Collaboration across sectors and among stakeholder representatives throughout the implementation process will allow for the on-going monitoring and realignment of project activities to maintain validity, legitimacy, relevancy, and greater likelihood of sustainability of project outcomes.

60. This project is exempt from the Social and Environmental Screening Procedures as the capacity building activities of this project were specifically structured to actively engage a broad range of stakeholders. By design, the project will ensure that stakeholders that represent the priorities and concerns of the state governments will be represented in the various consultations and learning-by-doing workshops. The pilot demonstrations and early implementation of better or best practices will also be organized and implemented in close collaboration and coordination with other similar activities in order to take into account any potential social and/or environmental risks as well as to minimize them.

D. PARTNERSHIPS

61. 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

62. This project was developed on the basis of consultations with a number of stakeholder representatives, which began 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 28 November 2017.

63. 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, monitoring, and natural resource valuation 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.

64. Given the project strategy, the main project stakeholders are the government ministries and state and local representatives who are responsible for preparing key sectoral policies, plans, programmes, and/or legislation. Government stakeholders will participate in project activities, serve on the Steering Committee/Board, lead key project outputs, and act as main project beneficiaries. Ministries will also be consulted to ensure that proposed project activities are consistent with and complement programmes and projects currently underway or those that are planned. State and local governments will play a critical role in the project as well. Their role will be to actively engage in the capacity building activities such as negotiations, improved coordination, trainings, and piloting exercises. The project will carry out structured awareness-raising dialogues to raise and strengthen the support of government stakeholder to the concept and strategy of integrated approach to achieving Rio Convention and national socio-economic development priorities.

65. 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.

66. 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 (Project Board), review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities. See Annex E for the complete Stakeholder Engagement Plan.

67. 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.

D.2 Gender Equality and Empowering Women

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

69. Gender inequality issues in Somalia helped inform the project design. This includes the reality that women in rural areas are generally among the most vulnerable of groups to the impacts of climate change, which includes drought and desertification. This is due to their unequal and relatively low access to resources compared to men. Women also have a diminished role in decision-making in both the political and private domains. Women's role in rural areas are largely reduced to household tasks such as collecting fuelwood and water and preparing meals for the family (UNDP, 2017).

70. The project will ensure that all key outputs take into account gender related concerns, and where possible, generate gender benefits. The project will make every effort to incorporate gender issues in the implementation. Both men and women will participate in activities of the project, and roles will be equally assigned without any discrimination. To help ensure equal access and benefits, the project also includes several validation measures and gender sensitive indicators. Additionally, a gender analysis will be completed and included in the final project document.

71. Although the project design includes gender issues, there will be no budget allocation made to specifically address gender equality since gender inequality does not represent a barrier to meeting Rio Convention obligations. However, a parallel project, the LDCF-financed project that developing a National Climate Change Policy, a National Disaster Risk Management Policy, and state-level Land Use Policies (already completed for Somaliland and Puntland) will account for gender dimensions of climate change.

D.3 South-South and Triangular Cooperation

72. This project's approach to South-South and Triangular Cooperation is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals. This project will encourage and strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. This will be achieved by coordinating with on-going projects in the area, such as projects in Madagascar, as well as in LDCS such as Sudan and Liberia. More specifically, during implementation, related initiatives will be identified and lessons learned will be incorporated into implementation. One such project is Strengthening of Multi-Sectoral and Decentralized Environmental Management and Coordination to Achieve the Objectives of the Rio Conventions in the Union of Comoros. Another relevant project is Mainstreaming Biodiversity into the Management of the Coastal Zone in the Republic of Mauritius. Like this CCCD project, these projects will promote capacity building and training for improved environmental management. During implementation, other related initiatives will be identified and lessons learned will be incorporated.

73. Sharing knowledge between nations will help achieve and sustain outcomes under this project by helping this project to a) preemptively address known issues, b) reduce the learning curve, and c) maximize cost effectiveness 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 Somalia's experience. For example, the tools on decentralization and integrating the three Rio Conventions in national strategies and plans could serve as models for other countries facing similar challenges.

D.4 Linkages with other Partners and Initiatives

74. A number of projects have been preliminarily identified to contain activities similar to those planned under the project. Given the number of on-going projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities are capitalized to realize synergies and cost-effectiveness. Additionally, a plan to coordinate project activities to avoid duplication will be mapped out and implemented. Notwithstanding, a certain degree of redundancy is desirable as it enhances resilience.

75. One important project is the **Support for Establishing a National Adaptation Plan (NAP) Process for the Federal Republic of Somalia**. With support from the Green Climate Fund, this project will support Somalia to develop a National Adaptation Plan. To accomplish this, the project calls for a “national process of consensus building between the States and the Federal government,” “Strengthening capacity for climate change adaptation at the state level” and “Strengthening implementation of adaptation measures.” Key to meeting these outcomes are the establishment of institutional arrangements for the coordination of climate change adaptation in Somalia. The project will work to ensure the coordination mechanism is viewed as legitimate by the states and the federal government and aligns with the permanent Constitution. Additionally, the project calls for building a legislative and regulatory infrastructure to support climate change adaptation planning at the sectoral and state level. Finally, this project will build individual and institutional capacity for climate change adaptation, knowledge management, planning, and implementation at the state level. As part of this capacity building, the project will support mainstreaming of climate change adaptation into emerging structures of state governance. This NAP project was developed at the same time, and in close consultation, with the CCCD project. Further, the NAP project will be implemented during the same time frame as the CCCD project.

76. Another relevant project is the **Somalia Capacity Development –Strengthening Institutional Performance (SIP) Project**. With US\$ 12,974,918 of funding from the UN MPTF and UNDP, the objective of the project is to strengthen the government’s capacity to perform core government functions. This project is made up of three components which align with the proposed CCCD project. More specifically, a number of sub components and activities, such as strengthening coordination and communication capacity, are directly relevant and will provide an important baseline for the CCCD project.

77. Another important project is the World Bank’s **Somalia Capacity Injection** project. The goal of this project is to strengthen institutional and individual capacity of selected line ministries and central agencies to perform core government functions. The first component focuses on developing capacity for cross-cutting government functions using the government’s capacity injection modality. The second component aims to strengthen the policies and procedures for civil service management. Component 3 includes activities to strengthen capacity for coordinating aid, as well as monitoring and evaluation of the Somali compact.

78. In addition to these projects, there are a number of other GEF non-GEF funded projects that contain related capacity building activities, and with which this project will require appropriate coordination. Key projects appear below. Completed GEF projects will also be reviewed through evaluation reports and consultations with past project managers to identify lessons learned and best practices. Key projects appear below.

Table 2: Current or planned projects in Somalia

Strengthening Institutions for Public Works Projects	AfDB 2016-2019 US\$ 8,000,000	<ul style="list-style-type: none"> • Support the development of internal policies and procedures • Capacity development (training and equipment) • Development of guidelines for gender mainstreaming and youth employment and entrepreneurship in public works • Setting up of an ‘Inter-Ministerial Public Works Coordination Mechanism’ (including FGS Infrastructure Ministries, MoF and MOPIC)
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		<ul style="list-style-type: none"> • Develop the capacity of MPWRH, State Ministries of Public Works, BRA and Somali Youth
Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Somalia's Pastoralists	GEF	<ul style="list-style-type: none"> • Capacity development and awareness-raising on climate induced impacts on water resources and Integrated Water Resource Management (IWRM) principles for policy makers and planners at national and district levels • Enhanced curricula and programmes established at educational and vocational institutes on water resources management. • Awareness raising on water conservation and water management measures including storage of awareness materials in the WARKM DB
Somalia: Rural Livelihoods' adaptation to climate change in the Horn of Africa - Phase II (RLACC II)	GEF US\$ 22,950,000	<ul style="list-style-type: none"> • Knowledge products generated at national and regional levels • Training of officials at the level of local governments organized • Comprehensive guidelines developed and validated at national, state and locality levels to mainstream climate into development policies and strategic frameworks

79. Under the project, a Project Steering Committee (Project Board) will be created to facilitate active participation in project activities from these stakeholders and that recommendations and agreements negotiated will be deemed legitimate by the respective institutions of the participating stakeholder.

D.5 Sustainability and Scaling Up

80. A key outcome expected by the project is to enhance the sustainability of capacities developed. To achieve this outcome, the project will undertake 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 that the project will take is to align multilateral environmental agreements with key national development priorities. This will be by reconciling global environmental priorities with high value socio-economic development priorities in a way to reinforce the legitimacy of both sets of priorities. This will be approached 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. CCCD projects are medium-sized projects. Thus, 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. Rather, this project is intended to be a catalyst of a more long-term approach for improved decision-making for the global environment through enhanced technical and programme coordination on environmental mainstreaming. By strengthening the relevant targeted 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 scaling up and replication of project activities is further supported by the large number of stakeholders that the project foresees engaging at both the federal and regional levels. This includes working with NGOs and civil society associations that have a strong presence in local communities and/or are actively supporting related capacity development work. Raising awareness of the project throughout Somalia will also support replication. 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. Public service announcements on the radio will also help to popularize 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: Economic growth is inclusive and sustainable, promoting poverty reduction, decent work, food security, and the structural transformation of the economy
This project will be linked to the following output of the UNDP Strategic Plan: SP Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation

	Objective and Outcome Indicators	Baseline	End of Project Target⁴	Data Collection Methods and Risks/Assumptions
Project Objective:	<p><u>Indicator 1 (IRRF Output 1.3):</u> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</p> <p><u>Indicator 1.3.1:</u> Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.</p> <p><u>Indicator 1.3.2:</u> a) Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystems</p>	Despite the presence of a number of capacity development interventions, absorptive capacity in Somalia is so low and insufficiently institutionalized that almost all solutions for the sustainable management of natural resources are only available within the construct of externally-funded projects	<ul style="list-style-type: none"> Increased capacity within relevant stakeholder groups to address Rio Convention obligations Gender equality targets per UNDP 2013-2017 Strategic Plan are met 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 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> 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 <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> The project will be executed in a transparent, holistic, adaptive, and collaborative manner Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible Planners and decision-makers are resistant to adopt new attitudes towards the global environment

⁴ 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.

	Objective and Outcome Indicators	Baseline	End of Project Target⁴	Data Collection Methods and Risks/Assumptions
	services, chemicals and waste b) Number of new jobs created through solutions for management of natural resources, ecosystem services, chemicals and waste.			
	<p><u>Indicator 2 (IRRF Output Indicator 2.5):</u> Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.</p> <p><u>Indicator 2.5.1:</u> Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.</p>	<p>The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework.</p>	<ul style="list-style-type: none"> • At least one by-law or legal instrument has been developed or strengthened • At least three sectoral plans 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 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • 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 <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible
	<p><u>Indicator 3:</u> Number of direct project beneficiaries</p>	<p>The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities.</p>	<ul style="list-style-type: none"> • At least 500 stakeholder representatives have benefitted by month 44 (or by the completion of the terminal evaluation) 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • Meeting Minutes • Working group and workshop reports and products <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • Project beneficiaries demonstrate a fundamental improvement in their understanding of the issues and are pre-disposed to adopt new and

	Objective and Outcome Indicators	Baseline	End of Project Target ⁴	Data Collection Methods and Risks/Assumptions
				alternative approaches to meet their livelihood needs
	<u>Indicator 4:</u> Targeted national capacities to deliver and sustain global environmental outcomes within the framework of sustainable development priorities are strengthened	<ul style="list-style-type: none"> Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning There is little inter-ministerial coordination on the implementation of natural resource and environmental policies The decentralization process is facing many challenges including a weak link between the policy of devolution and decentralization, a limited budget, and the confusion between the rights of the states and the federal government At present, 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 	<ul style="list-style-type: none"> Environmental governance through strengthened policy coordination Decentralization of global environmental governance Improved environmental attitudes and values for the global environment 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> UNDP quarterly progress report 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 <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> 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/ Outcome⁵ 1	<u>Indicator 5:</u> Targeted policy frameworks are reconciled to	Following the collapse of the government, environmental issues were largely neglected	<ul style="list-style-type: none"> In-depth analysis of Somalia's policy 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> In-depth analysis Working group meetings

⁵Outcomes 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 Target⁴	Data Collection Methods and Risks/Assumptions
Improved environmental governance through strengthened policy coordination	create synergies for Rio Convention implementation.	until the previous Transitional Federal Government of Somalia brought Somalia back into global efforts to address environmental issues by becoming signatory to several conventions, including the Rio Conventions. Currently policy frameworks are limited and do not adequately address environmental considerations.	<p>framework on environmental governance.</p> <ul style="list-style-type: none"> Weaknesses and gaps in key environmental policies and legal instruments reconciled. By-laws and operational guidance to mainstream Rio Conventions developed and approved Updated codes, laws and relevant texts pertaining to Rio Convention implementation distributed. 	<ul style="list-style-type: none"> By-laws and operational guidance <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> The approval process is transparent and deemed valid by all stakeholders in order to ensure legitimacy and sustainability. Members of the working group will be comprised of proactive experts and project champions Institutions and working groups are open to updated codes and there is no active institutional resistance
	<u>Indicator 6:</u> Strengthened consultative and decision-making processes for mainstreaming of Rio Convention obligations.	While there is some cooperation between government groups, this remains uneven, with important gaps of coverage.	<ul style="list-style-type: none"> Working groups negotiate best consultative and decision-making processes. Memoranda of agreements on consultative and decision-making processes drafted 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> Liaison protocols Memoranda of agreement Working group minutes <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> 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
	<u>Indicator 7:</u> Targeted institutional mandates are updated and streamlined	<ul style="list-style-type: none"> Somalia's institutional arrangements for environmental management are inadequate 	<ul style="list-style-type: none"> In-depth analysis of institutional arrangements, Assessment of current data collection and generation methods of key agencies Guidelines for coordinated mainstreaming, monitoring and compliance are validated. Institutional mandates are updated and streamlined 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> SWOT and gap analysis Brief to recommend institutional reforms for improved mainstreaming, monitoring, and compliance Signed agreements Guidelines Validation workshop reports <p><u>Risks/Assumptions:</u></p>

	Objective and Outcome Indicators	Baseline	End of Project Target ⁴	Data Collection Methods and Risks/Assumptions
			<ul style="list-style-type: none"> • Learning-by-doing workshops on better practices for periodic reporting on Rio Convention implementation 	Stakeholders fully participate in inter-agency collaboration and improving and aligning the mandates of key institutions to institutionalize natural resource valuation.
	<u>Indicator 8:</u> Guidelines for decentralized management of the global environment developed	The decentralization process is facing many challenges including a weak link between the policy of devolution and decentralization, a limited budget, and the confusion between the rights of the states and the federal government	<ul style="list-style-type: none"> • Undertake a SWOT and gap analysis of environmental governance decentralization policies. • Guidelines on decentralization and integrating the three Rio Conventions in national and sub-national strategies and plans are developed • Roadmap to facilitate and catalyze mainstreaming, monitoring and compliance. 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • Meetings and focus group minutes • Guidelines • Roadmap <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • Institutions and working groups are open to change • Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • The approval process is transparent and deemed valid by all stakeholders
	<u>Indicator 9:</u> Capacities for decentralized global environmental governance strengthened	<ul style="list-style-type: none"> • There is a high degree of decentralization in Somalia • Negotiations and interactions between the states and the central government indicate that the permanent Constitution, when completed, will devolve significant powers to the states. 	<ul style="list-style-type: none"> • Assessment of technical training needs to mainstream Rio Conventions obligations into socio-economic development • Baseline and end-of-project surveys on technical capacities. • Training material to support the training programme collated. • Training programme for mainstreaming the Rio Conventions into local development plans developed. 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • Assessment of capacities of sub-national actors • Baseline and end-of-project surveys • Training courses <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Programmes developed by the project are politically, technically, and financially feasible • Lead agencies will allow their staff to attend all trainings

	Objective and Outcome Indicators	Baseline	End of Project Target ⁴	Data Collection Methods and Risks/Assumptions
			<ul style="list-style-type: none"> • Training courses and workshops on Rio Convention mainstreaming • Lessons learned from the trainings carried out during the project assessed and a long-term training programme is updated 	
	<p><u>Indicator 10:</u> Sub-national pilot projects are carried out to test implementation of sub-national planning frameworks</p>	<ul style="list-style-type: none"> • Although, the government is supporting global environmental and local concerns in reforms, there is still a needs for greater mainstreaming • Sector development plans do not adequately reflect Rio Conventions and environmental considerations 	<ul style="list-style-type: none"> • Three sub-national areas (regions/sites/locales) within which to demonstrate Rio Convention mainstreaming, monitoring, and compliance are selected. . • Institutional arrangements to implement the pilot activities and exercises are set up. • Demonstration and piloting of the sub-national/regional projects selected under 2.4.1. • Lessons learned from pilot activities are culled. 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • Revised mandates and operational plans (at both national and sub-national levels) • Project concept proposals • Demonstration and piloting <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • Institutional reforms will be initiated by target institutions. • Vetting process ensures that the most appropriate and best designed pilot project for mainstreaming, monitoring, and/or compliance in the selected regions will move forward
	<p><u>Indicator 11:</u> Resource mobilization strategy</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Analysis of the economic instruments is drafted, peer reviewed, and completed • Analysis is rated as high quality by at least 10 independent expert peer reviewers. • Pilot exercises are developed • Feasibility study is drafted and peer reviewed and endorsed by stakeholders at a validation 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • Feasibility study • Reviewer notes • Resource mobilization strategy <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • 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 ⁴	Data Collection Methods and Risks/Assumptions
		<ul style="list-style-type: none"> • There is a lack of financial resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring 	<ul style="list-style-type: none"> • The draft is peer reviewed by at least 20 national experts, and validated • 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 	<ul style="list-style-type: none"> • Strategy and plan developed by the project are politically, technically, and financially feasible
Component/ Outcome 3 Improved environmental attitudes and values for the global environment	<u>Indicator 12:</u> Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> • 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 <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> • 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

	Objective and Outcome Indicators	Baseline	End of Project Target⁴	Data Collection Methods and Risks/Assumptions
		<ul style="list-style-type: none"> • The general public remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities 	<ul style="list-style-type: none"> • Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 13, the last by month 37 • 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 	<p>mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</p> <ul style="list-style-type: none"> • Media awareness workshops increase reporting in the popular literature on social and economic values of conserving Somalia’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

	Objective and Outcome Indicators	Baseline	End of Project Target⁴	Data Collection Methods and Risks/Assumptions
	<u>Indicator 13:</u> Awareness is improved through brochures articles, public service announcement(s), and education modules	<ul style="list-style-type: none"> 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 to national socio-economic development by facilitating environmentally sound and sustainable development 	<ul style="list-style-type: none"> 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. 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 Somalia'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 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> 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 <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> 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
	<u>Indicator 14:</u> 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.	<ul style="list-style-type: none"> 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 	<p><u>Means of Verification:</u></p> <ul style="list-style-type: none"> Facebook page on environmental information and Rio Conventions Working group meetings <p><u>Risks/Assumptions:</u></p> <ul style="list-style-type: none"> Institutions and workings groups

	Objective and Outcome Indicators	Baseline	End of Project Target⁴	Data Collection Methods and Risks/Assumptions
			<p>the Rio Convention mainstreaming webpages increased by at least 10% between the launch of the website and the time of the terminal evaluation</p> <ul style="list-style-type: none"> • 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. 	<p>are open to reforms and there is no active institutional resistance</p>

F. MONITORING AND EVALUATION (M&E) PLAN

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

84. 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, project and CO M&E Specialists 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 policies⁶.

85. 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 Agencies⁷.

M&E Oversight and monitoring responsibilities:

86. **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 (Project Board), the UNDP Country Office and the UNDP/GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

87. 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 Annual Progress Report, 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.

88. **Project Steering Committee (Project Board)**⁸: The Project Steering Committee (Project Board) will take corrective action as needed to ensure the project achieves the desired results. The Project Steering Committee (Project Board) will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Steering Committee (Project Board) will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

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

90. **UNDP Country Office:** The UNDP Country Office will support the Project Manager as needed,

⁶ See https://www.thegef.org/gef/policies_guidelines

⁷ See https://www.thegef.org/gef/gef_agencies

⁸ Section G.1 provides additional guidance on roles and responsibilities of the Project Steering Committee

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 (Project Board) within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the Annual Progress Report (APR) 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.

91. 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 APR and the UNDP Results Oriented Annual Report. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Country Office and the Project Manager.

92. 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 Center⁹ (ERC) and/or the GEF Independent Evaluation Office (IEO).

93. 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.

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

Additional GEF monitoring and reporting requirements:

95. 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; 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
- g) Plan and schedule Project Steering Committee (Project Board) meetings and finalize the first-year annual work plan.

96. 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 (Project Board).

97. Annual Progress Report: The Project Manager, the UNDP Country Office, and the UNDP/GEF Regional Technical Adviser will provide objective input to the Annual Progress Report covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project

⁹ The Evaluation Resource Center is housed in the Independent Evaluation Office of UNDP. Their website is <http://erc.undp.org>.

Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the APR submission deadline. Any environmental and social risks and related management plans will be monitored regularly, and progress will also be reported in the APR. The APR will be shared with the Project Steering Committee (Project Board). The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the APR as appropriate.

98. 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.

99. 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.

100. 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 [UNDP Evaluation Resource Center \(ERC\)](#). 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 (Project Board). The terminal evaluation report will be publicly available in English on the UNDP Evaluation Resource Center.

101. 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.

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

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

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁰ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	US\$ 10,000	US\$ 5,000	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 as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Risk management	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: US\$ 1,000	Per year: US\$ 2,000	Annually before APR
Annual Progress Report (APR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
DIM Audit as per UNDP audit policies	UNDP Country Office	Per year: US\$ 500	Per year: US\$ 2,000	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	None	Per year: US\$ 2,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP Country Office	None	Per year: US\$ 2,000	On-going
Stakeholder Engagement Plan	Project Manager UNDP Country Office	None	US\$ 2,000	On-going
Gender Action Plan	Project Manager UNDP Country Office UNDP GEF team	None	US\$ 2,000	On-going

¹⁰ Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁰ (US\$)		Time frame
		GEF grant	Co-financing	
Addressing environmental and social grievances	Project Manager UNDP Country Office	None	US\$ 2,000	On-going
Project Steering Committee (Project Board) meetings	Project Steering Committee (Project Board) UNDP Country Office Project Manager	Per year: US\$ 500	Per year: US\$ 1,000	At minimum annually
Supervision missions	UNDP Country Office	None ¹¹	Per year: US\$ 2,000	Annually
Oversight missions	UNDP-GEF team	None ¹¹	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. Cost would be covered by the GEF Secretariat
Terminal GEF Capacity Development Tracking Tool	Project Manager	US\$ 500	US\$ 1,000	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	US\$ 25,000	US\$ 10,000	At least three months before operational closure
Translation of Terminal Evaluation reports into English	UNDP Country Office	None	US\$ 5,000	As required. GEF will only accept reports in English.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		US\$ 43,500	US\$ 71,000	

¹¹ The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee as well as UNDP cash co-financing.

G. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

103. The project will be implemented following UNDP's direct implementation modality (DIM). The Implementing Partner for this project is UNDP. The project will be directly implemented by the UNDP Country Office in close collaboration with the GEF Operational Focal Point, Office of the Environment in the Office of the Prime Minister and in close partnership with the major counterparts (also known as senior beneficiaries) under the Government of the Somalia that include the Ministry of Natural Resources, Ministry of Planning and International Cooperation, Ministry of Humanitarian Affairs and Disaster Management, as well as state governments, and national NGOs as identified at the appropriate time of project implementation. Together, the government bodies will facilitate active stakeholder engagement and the implementation of project activities. UNDP will be the senior supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.

G.1 Project Management

104. The Office of the Environment will appoint a National Project Focal Point that will serve as a major contact person with the project on behalf of the Government. This responsibility includes representing and supporting project objectives at high decision-making levels within the Government of Somalia as well as ensuring that the required government support to reach the milestones of the Project is available.

105. **Project Management Unit:** A Project Management Unit (PMU) will be organized as a management structure in the UNDP Country Office, and will be responsible for the day-to-day management of project activities. The PMU will partner with relevant government entities, research institutions, as well as qualified NGOs to support targeted project activities, as appropriate. The PMU will be administered by a Project Manager and supported by a part-time Administrative and Financial Assistant. The Project Steering Committee (Project Board) will provide support to the PMU in order to facilitate and catalyze smooth project implementation, in particular active government stakeholder engagement.

106. A Project Manager will be hired locally to manage the activities on a day-to-day basis. This position will be cost-shared by the GEF grant as well as by UNDP cash co-financing). The Project Manager will assume overall responsibility for the successful implementation of project activities and the achievement of planned project outputs. The Project Manager will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The Project Manager will also closely coordinate project activities with relevant Government and other institutions and hold regular consultations with project stakeholders. She/he will work closely with the national and international specialists hired under the project, as well as the Administrative and Financial Assistant, and will report to the UNDP Country Office.

107. The Administrative and Financial Assistant will provide assistance to the Project Manager in the implementation of day-to-day project activities. She/he is responsible for all administrative (contractual, organizational and logistical) and accounting (disbursements, record-keeping, cash management) matters related to the project.

108. National and international consultancy services will be called in for specific tasks under the various project components. These services, either of individual consultants or under sub-contacts with consulting companies, will be procured in accordance with applicable UNDP guidelines.

109. The Project Steering Committee (Project Board) will be established to provide strategic directions and management guidance to project implementation. The Project Steering Committee (Project Board) will consist of representatives of all key stakeholders and will ensure the inclusion of government's interests, the UNDP Country Office, as well as representatives of the public sector. The Project Steering Committee (Project Board) will play a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It will ensure that required resources are committed and arbitrate on any conflicts within the project or negotiates a solution to any problems with external bodies.

110. In order to ensure UNDP's ultimate accountability for the project results, Project Steering Committee

(Project Board) decisions will be made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition.

111. The project will be implemented in close coordination and collaboration with all relevant government institutions, regional authorities and NGOs, as well as with other related relevant projects in the region.

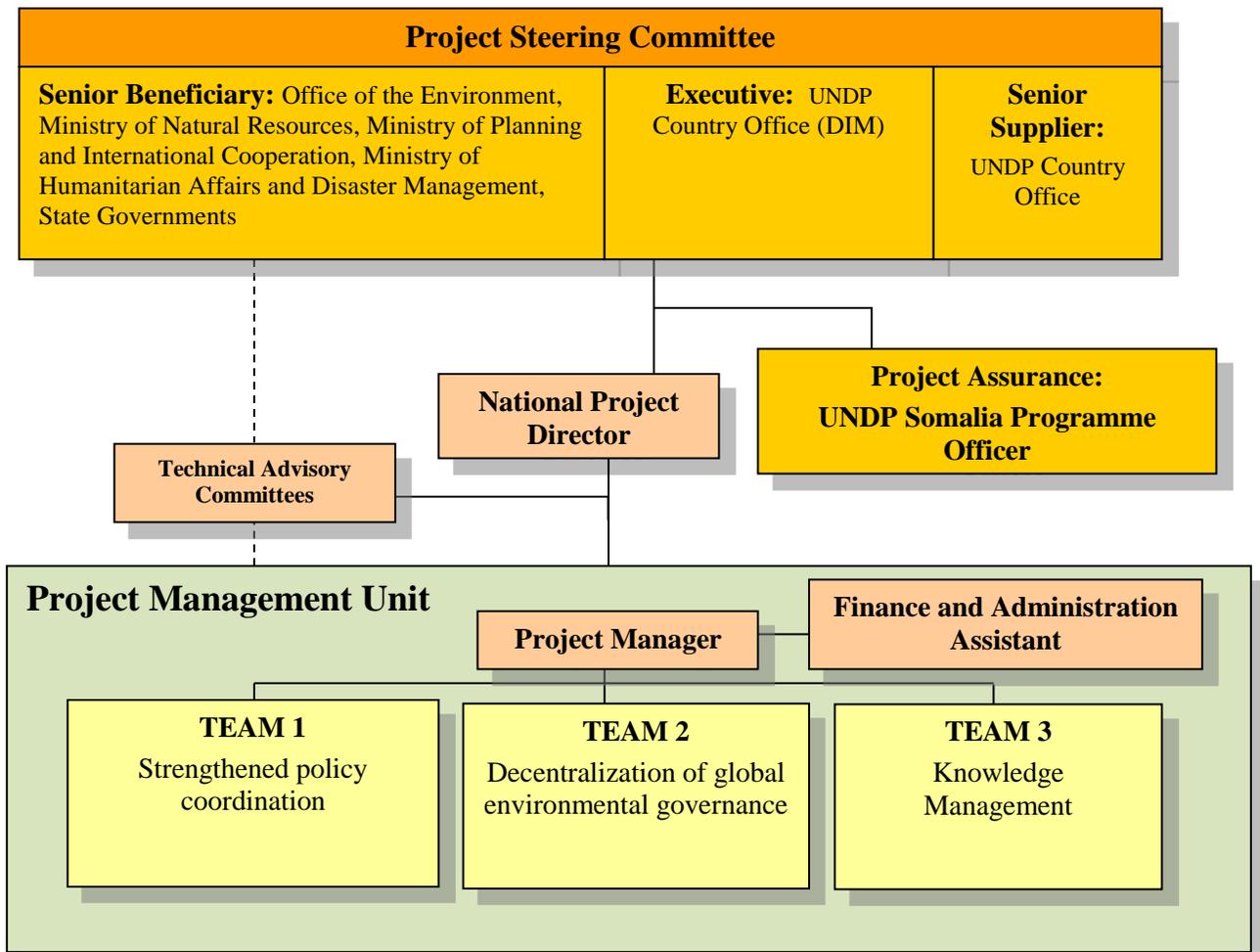
112. As the Implementing Partner, UNDP CO is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP/GEF resources.

113. The Implementing Partner is responsible for:

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

114. The project organization structure is as follows:

Project Organizational Structure



115. The Project Steering Committee (Project Board) 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 (Project Board) decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Country Director.

116. Specific responsibilities of the Project Steering Committee (Project Board) include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the 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.

117. The Project Steering Committee (Project Board) will also:

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

118. The Project Steering Committee (Project Board) is made up of three main areas of work:

- 1) Executive: The Executive is an individual who represents ownership of the project who will chair the Project Steering Committee. The Executive is: Country Director, UNDP.

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Steering Committee)

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

- Organize and chair Project Board meetings.
- 2) Senior Supplier: UNDP will represent the interests of the parties concerned and provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Project Steering Committee (Project Board) is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

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 Board decisions on whether to implement recommendations on proposed changes;
 - Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Steering Committee/Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is: Office of the Environment.

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

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

Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;

- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work; Grants will have to follow the Micro-Capital Grants policy”
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF PIR and submit the final report to the Project Board;
- Based on the GEF PIR and the Project Board review, prepare the AWP for the following year.
- Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board;

120. **The 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 Executive and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. The Project Manager and Project Assurance roles should never be held by the same individual for the same project.

121. **National Consultants:** The project will contract seven (7) national experts as consultants. See Annex C for indicative Terms of References for these national experts.

122. **International Consultants:** The project will contract an independent evaluation expert to undertake a final evaluation of the project after month 33 or three (3) months prior to project closure, whichever is latest. The project will also recruit a chief technical advisor to provide technical guidance during project implementation.

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

124. **Technical Advisory Committees:** A these committees will be comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on strengthening inter-agency coordination to effectively manage environmental information and decision support system.

H. FINANCIAL PLANNING AND MANAGEMENT

H.1 Cost-effectiveness

125. The incremental cost of this project is based on the standard that the co-financing meets an estimated equal share of the GEF increment. The GEF contribution will be directed to activities that will more directly strengthen capacities to deliver global environmental benefits. Activities undertaken in the country's own sustainable development interest will be financed by non-GEF funds. In situations where such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds. Currently, there are a number of important donors operating in Somalia that are supporting the country's development, and they will be consulted to identify and confirm the specific types of activities that they are willing to contribute financial resources to.

126. The total cost of the project is US\$ 2,500,000. This is financed through a GEF grant of US\$ 1,000,000, with cash co-financing of US\$ 500,000 from UNDP and additional government in-kind co-financing estimated at US\$ 1,000,000. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to a UNDP bank account only.

127. UNDP will contribute US\$ 500,000 cash from its core funds to this project. US\$ 190,000 of UNDP's contribution is allocated to the project management component. US\$ 310,000 is allocated to the technical components. The UNDP cash contribution is intended to ensure and catalyze the synergies between this CCD project and other GEF/donor funded projects. The UNDP cash contribution also functions to top-up the cash contribution from the GEF. In addition to this co-financing, technical and administrative staff from UNDP will provide on-going advice and logistical support to the project as needed. UNDP will also provide communication facilities, transport facilities, and meeting facilities, as necessary. Further, UNDP will use its role as the UN Resident Coordinator to make sure the project is aligned with all UN system work. Senior management at UNDP will play a key role in advocacy and in awareness-raising by attending public event

128. Government co-financing for the project is US\$ 1,000,000 in-kind. This contribution includes the government making available its staff to actively engage in project activities, which are expected to consume an important amount of time over the life of the project. These include the learning-by-doing workshops where as many stakeholders as possible are expected to participate. US\$ 70,000 of the government's in-kind contribution will be used to participate in various project management activities, such as the project board meetings and other project management consultations and participation in project M&E activities. US\$ 930,000 is allocated to the three technical components.

129. Estimates of costs are based on the level of investment expected during project implementation, as well as recognizing that certain activities will have a generally high cost due to the need to travel to government premises, as well as within the various regions (travels costs are high due to the requirement of a security detail). These estimates also take into account that certain costs will be relatively low, since some activities (such as the preparation of articles and brochures) will be completed by local consultants, while other activities will be relatively expensive due to the need to recruit international specialists.

130. Along with government staff, other non-state stakeholders from the private sector, non-governmental organizations, academia, and civil society will be participating in project activities. Their participation represents a significant in-kind contribution to the project.

131. Co-financing: The actual realization of project co-financing will be monitored in the terminal evaluation process and will be reported to the GEF. Table 3 below describes how the co-financing will be allocated, risks, and risk mitigation measures.

Table 3: Co-financing, risks, and risk mitigation measures

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
UNDP	Cash	US\$ 500,000	<ul style="list-style-type: none"> • US\$ 190,000 will be used to complement the GEF grant and government in-kind co-financing for project management support, which will include local travel, equipment and furniture, rental and maintenance of the Project Management Unit, audit, audiovisual and printing costs, translation services related to the terminal evaluation, and topping up of the remuneration for the project coordinator. • US\$ 310,000 will be used to complement the GEF grant allocated to the three technical project components (see input budget in Section I). 	<ul style="list-style-type: none"> • There is a risk (very low) that funds could be allocated for other higher priority activities that may emerge during project implementation • There is high risk that certain activities will have a generally high cost due to the need to travel to government premises as well as in the regions (due to the requirement of security detail). 	<ul style="list-style-type: none"> • Whenever possible, workshops and activities will be held at the United Nations Compound in Mogadishu • Advance planning and adaptive collaborative management will serve to minimize the impact of a delay in availability of project co-financing.
Federal Government of Somalia	In-kind	US\$ 1,000,000	<ul style="list-style-type: none"> • US\$ 70,000 of the government's in-kind contribution will be used to participate in various project management activities, such as the project steering meetings and other project management consultations and participation in project M&E activities. • US\$ 930,000 of the government's in-kind contribution is allocated to the three technical project components. 	<ul style="list-style-type: none"> • There is a risk (low) that stakeholder engagement in the project will not be as significant as expected, due to competing demands of stakeholder other professional and personal commitments. • There is high risk that certain activities will have a generally high cost due to the need to travel to government premises as well as in the regions (due to the requirement of security detail). 	<ul style="list-style-type: none"> • The project recognizes the challenge of stakeholders to participate in the myriad of meetings and workshops that this type of CCCD project will convene. For this reason, it is critical for the Project Coordinator, Project Steering Committee (Project Board), and UNDP CO to undertake advance planning of the workshops. This will help select dates and times that are most convenient to a plurality of project stakeholders. • The project will convene as many of the meetings/ workshops/ activities as possible at the United Nations Compound in Mogadishu. This will reduce the cost as well as the risk of low stakeholder participation.

125. UNDP Direct Project Services: The GEF Council has adopted rules and issued guidance on when and how Direct Project Costs may be recovered for projects financed by the GEF Trust Fund. In concert with these guidelines, the UNDP Country Office will provide a range of support services for the implementation of this project, and recover the actual direct and indirect costs (per the Universal Price List) incurred by the Country Office in delivering such services. Direct Project Services are over and above the project cycle management services. These services include, but are not limited to the following:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposals
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, Government clearances ticketing, and travel arrangements

As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, 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 on the basis of 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 (Project Board) will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering Committee (Project Board). 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.¹² 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 (Project Board) meeting. The Implementing Partner through a Project Steering committee (Project Board) 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 DIM 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 (Project Board) following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the

¹² see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

life of a project. In all cases of transfer, a transfer document must be prepared and kept on file¹³.

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.

¹³ 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:	00111073	Atlas Primary Output Project ID:	00110208
Atlas Award Title:	Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations		
Atlas Business Unit	SOM10		
Atlas Primary Output Project Title	Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations		
UNDP-GEF PIMS No.	5799		
Implementing Partner	United Nations Development Programme		

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:
COMONENT 1: Improved environmental governance through strengthened policy coordination	UNDP	62000	GEF	71200	International Consultant	4,000	1,000	-	-	5,000	1
				71400	Contractual Services: Individuals	72,500	27,500	7,000	6,500	113,500	2
				71600	Travel	18,000	1,000	1,000	1,000	21,000	3
				72100	Contractual Services: Companies	31,000	3,500	3,000	3,000	40,500	4
				72300	Materials & Goods	7,000	1,000	1,000	500	9,500	5
				75700	Training, Workshops and Conferences	19,000	4,500	1,000	1,000	25,500	6
					GEF Sub-total Outcome 1	151,500	38,500	13,000	12,000	215,000	
	UNDP	40000	UNDP	71600	Travel	12,000	6,000	2,000	2,000	22,000	7
				72100	Contractual Services: Companies	8,000	5,000	1,000	1,000	15,000	8
				72300	Materials & Goods	6,000	3,000	1,000	1,000	11,000	9
				74200	Audio Visual & Print Production Costs	12,000	6,000	2,000	2,000	22,000	10
				74500	Miscellaneous Expenses	6,000	3,000	1,000	1,000	11,000	11
				75700	Training, Workshops and Conferences	16,000	7,000	3,000	3,000	29,000	12
					UNDP Sub-total Outcome 1	60,000	30,000	10,000	10,000	110,000	
	Total Outcome 1	211,500	68,500	23,000	22,000	325,000					
COMONENT 2: Decentralization of global environmental governance	UNDP	62000	GEF	71200	International Consultant	5,000	4,000	2,000	4,000	15,000	1
				71400	Contractual Services: Individuals	82,500	51,000	15,000	56,500	205,000	2
				71600	Travel	7,500	4,500	1,000	10,000	23,000	3
				72100	Contractual Services: Companies	12,000	10,000	500	13,000	35,500	4
				72300	Materials & Goods	4,000	4,500	-	3,500	12,000	5
				72600	Grants	-	20,000	40,000	-	60,000	13
				75700	Training, Workshops and Conferences	13,500	15,000	500	15,500	44,500	6
		GEF Sub-total Outcome 2	124,500	109,000	59,000	102,500	395,000				
	UNDP	40000	UNDP	71600	Travel	6,000	5,000	2,000	6,000	19,000	7
				72100	Contractual Services: Companies	5,000	6,000	3,000	5,000	19,000	8
				72300	Materials & Goods	2,000	3,000	1,000	1,000	7,000	9
				74200	Audio Visual & Print Production Costs	5,000	6,000	2,000	2,000	15,000	10
				74500	Miscellaneous Expenses	3,000	3,000	1,000	2,000	9,000	11
				75700	Training, Workshops and Conferences	9,000	10,000	4,000	8,000	31,000	12

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:
					UNDP Sub-total Outcome 2	30,000	33,000	13,000	24,000	100,000	
					Total Outcome 2	154,500	142,000	72,000	126,500	495,000	
COMPONENT 3: Improved environmental attitudes and values for the global environment	UNDP	62000	GEF	71200	International Consultant	2,500	2,500	2,500	2,500	10,000	1
				71400	Contractual Services: Individuals	41,000	41,500	29,000	42,500	154,000	2
				71600	Travel	7,000	7,000	6,000	7,500	27,500	3
				72100	Contractual Services: Companies	10,000	22,000	18,000	8,000	58,000	4
				72300	Materials & Goods	5,000	6,000	5,000	5,500	21,500	5
				75700	Training, Workshops and Conferences	7,000	8,500	6,000	7,500	29,000	6
					GEF Sub-total Outcome 3	72,500	87,500	66,500	73,500	300,000	
	UNDP	40000	UNDP	71600	Travel	5,000	5,000	4,000	5,000	19,000	7
				72100	Contractual Services: Companies	5,000	5,000	3,000	5,000	18,000	8
				72300	Materials & Goods	3,000	3,000	1,000	1,000	8,000	9
				74200	Audio Visual & Print Production Costs	5,000	5,000	3,000	2,000	15,000	10
				74500	Miscellaneous Expenses	5,000	4,000	3,000	3,000	15,000	11
				75700	Training, Workshops and Conferences	7,000	10,000	3,000	5,000	25,000	12
					UNDP Sub-total Outcome 3	30,000	32,000	17,000	21,000	100,000	
	Total Outcome 3	102,500	119,500	83,500	94,500	400,000					
PROJECT MANAGEMENT	UNDP	62000	GEF	71200	International Consultant	-	-	-	25,000	25,000	14
				71300	Local Consultants: Proj Mgr and Fin/Admin Asst	13,500	13,500	13,500	13,500	54,000	15
				72100	Contractual Services: Companies	250	250	250	250	1,000	16
				71600	Travel	250	250	250	250	1,000	17
				74100	Professional Services	500	500	500	500	2,000	18
				74500	Miscellaneous Expenses	250	250	250	250	1,000	19
				74596	Services to projects - GOE for C	1,500	1,500	1,500	1,500	6,000	20
		GEF Sub-total Project Management	16,250	16,250	16,250	41,250	90,000				
	UNDP	40000	UNDP	71300	Local Consultants	20,000	20,000	20,000	30,000	90,000	21
				71600	Travel	6,000	6,000	6,000	6,000	24,000	22
				72100	Contractual Services: Companies	1,500	1,500	1,500	1,500	6,000	23
				72200	Equipment and Furniture	2,500	2,500	2,500	2,500	10,000	24
				73100	Rental & Maintenance-Premises	7,500	7,500	7,500	7,500	30,000	25
				74100	Professional Services	1,000	1,000	1,000	1,000	4,000	26
				74200	Audio Visual & Print Production Costs	2,500	2,500	2,500	2,500	10,000	27
74500				Miscellaneous Expenses	1,500	1,500	1,500	1,500	6,000	28	
74700	Transportation	2,500	2,500	2,500	2,500	10,000	29				
	UNDP Sub-total Project Management	45,000	45,000	45,000	55,000	190,000					
	Total Project Management	61,250	61,250	61,250	96,250	280,000					

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)	<i>See Budget Note:</i>
					GEF TOTAL	364,750	251,250	154,750	229,250	1,000,000	
					UNDP TOTAL	165,000	140,000	85,000	110,000	500,000	
					PROJECT TOTAL	529,750	391,250	239,750	339,250	1,500,000	

Budget Notes:

1	International Capacity Development Specialist to provide technical backstopping
2	National specialists will be contracted to prepare technical analyses and facilitate learning-by-doing workshops
3	Workshop participants will be paid a per diem and travel costs. Most all workshops will be held at the United Nations Compound in Mogadishu. This budget will also cover the once or twice yearly travel for the international consultant for a relevant workshop(s).
4	Venue services will be contracted by companies operating in the United Nations Compound in Mogadishu for various project workshops
5	Securing and preparation of technical materials for the various project workshops
6	This budget is to cover the venue costs for those trainings and workshops held outside of Mogadishu
7	UNDP will provide additional airfare and per diem for stakeholders to participate in the various workshops.
8	UNDP will provide additional funds to convene meetings at the United Nations Compound in Mogadishu.
9	UNDP will provide additional funds to secure and prepare technical materials for the various project workshops
10	UNDP will provide resources to cover the audio-visual, printing, and production costs. This includes workshop presentations, printing of public awareness material, and distributing guidance material to stakeholders.
11	UNDP will provide funds to cover miscellaneous expenses that may arise during the organization and convening of workshops and stakeholder consultations, among others.
12	UNDP will provide additional resources to cover the relatively high cost to travel to project meetings and workshop venues outside of the United Nations Compound in Mogadishu
13	Three small grants will be allocated for piloting / demonstration purposes. Grants will have to follow the Micro-Capital Grants policy”.
14	An Independent Expert will be contracted to undertake the terminal evaluation
15	A Project Manager and a Finance and Administrative Assistant (Project Support Staff) will be recruited to support project execution, financed by both GEF and UNDP.
16	The convening of the Project Board meetings will take place at the United Nations Compound in Mogadishu.
17	Local transportation in Mogadishu for project staff
18	Audit cost
19	US\$ 250 will be set aside for each calendar year to cover unexpected miscellaneous expenses
20	Direct project services cost: 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.
21	A Project Manager and a Finance and Administrative Assistant (Project Support Staff) will be recruited to support project management. A local consultant will be recruited to support the International Consultant that will carry out the independent Terminal Evaluation
22	Local transportation in Mogadishu for project staff
23	The convening of the Project Board meetings will take place at the United Nations Compound in Mogadishu.
24	Some equipment and furniture will be acquired to set up the Project Management Unit at the UN Compound in Mogadishu
25	A Project Management Unit will be set up at the United Nations Compound in Mogadishu
26	The preparation of the annual audit
27	Equipment needed for presentations at workshops and meetings
28	US\$ 1,500 will be set aside for each calendar year to cover unexpected miscellaneous expenses
29	Various materials will need to be transported between Mogadishu and the regions in order to organize management meetings in the regions
30	Direct Project Costs as per the Country Office Policy on funding from the UNDP core resources.

J. LEGAL CONTEXT

140. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Somalia and UNDP, signed on 31 May 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

141. This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures 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.

143. Whereas the Government of Somalia (hereinafter referred to as “the Government”) has entered into the following:

- a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 31 May 1977. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNSF together with a work plan (which shall form part of this UNSF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- b) The Basic Agreement concluded between the Government and the United Nations Development Programme on 16 May 1977 (the "Basic Agreement") mutatis mutandis applies to the activities and personnel of the United Nations Population Fund (UNFPA). This UNSF together with any work plan concluded hereunder, which shall form part of this UNSF and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement.
- c) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency’s governing structures.
- d) The UNSF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

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

144. 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 Policy¹⁴ and the GEF policy on public involvement¹⁵.

¹⁴ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

¹⁵ See https://www.thegef.org/gef/policies_guidelines

L. RISK MANAGEMENT

145. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

146. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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. UNDP as the Implementing Partner will: (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. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a) Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b) UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c) Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d) The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e) In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its

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

- f) Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g) UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

- h) Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.
- i) Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j) Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

M. MANDATORY ANNEXES

- A. Provisional Multi-Year Work Plan
- B. Capacity Development Scorecard
- C. Terms of References
- D. UNDP Project Quality Assurance Report
- E. Stakeholder Engagement Plan
- F. UNDP Risk Log
- G. Output Budget
- H. 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	Improved environmental governance through strengthened policy coordination												
Output 1.1	In-depth analysis of policies and associated institutional arrangements												
1.1.1	Undertake an in-depth analysis of Somalia's policy framework on environmental governance												
Output 1.2	Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation												
1.2.1	Carry out workshops to reconcile weaknesses and gaps in environmental policies and legal instruments												
1.2.2	Formulate and secure approval of by-laws and operational guidance to mainstream Rio Conventions												
1.2.3	Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation												
Output 1.3	Strengthened consultative and decision-making processes for Rio Convention mainstreaming												
1.3.1	Convene working group meetings to negotiate best consultative and decision-making processes												
1.3.2	Draft memoranda of agreements on consultative and decision-making processes												
Output 1.4	Targeted updating and streamlining of institutional mandates												
1.4.1	Undertake an in-depth analysis of institutional arrangements on Rio Convention mainstreaming												
1.4.2	Undertake an assessment of current data collection and generation methods of key agencies												
1.4.3	Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance												
1.4.4	Carry out a targeted updating and streamlining of institutional mandates												
1.4.5	Learning-by-doing workshops on better practices for reporting on Rio Convention implementation												
Component 2	Decentralization of global environmental governance												
Output 2.1	SWOT and Gap analyses of policies for catalyzing decentralized environmental governance												
2.1.1	Undertake a SWOT and gap analysis of environmental governance decentralization policies												
Output 2.2	Guidelines for decentralized management of the global environment												
2.2.1	Develop guidelines on Rio Convention decentralization and integration												
2.2.2	Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance												
Output 2.3	Targeted strengthening of capacities for decentralized global environmental governance												
2.3.1	Undertake an assessment of technical training needs to mainstream Rio Conventions obligations												
2.3.2	Carry out baseline and end-of-project surveys on technical capacities												
2.3.3	Identify and collate the training material to support the training programme												

Output 3.5	Improved Internet visibility of the value of protecting the global environment	
3.5.1	Convene working group meetings among key agencies to improve their respective webpages	
3.5.2	Provide technological support to strengthen networking of existing websites and platforms	
3.5.3	Create and upload content to a Facebook page on Rio Convention mainstreaming	
Total Technical Output Budget		
Project Management		
A	Project Administration	
B	Independent Terminal Evaluation	
C	Project Board Meetings	 

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
Component 1	Improved environmental governance through strengthened policy coordination												
Output 1.1	In-depth analysis of policies and associated institutional arrangements												
1.1.1	Undertake an in-depth analysis of Somalia's policy framework on environmental governance												
Output 1.2	Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation												
1.2.1	Carry out workshops to reconcile weaknesses and gaps in environmental policies and legal instruments												
1.2.2	Formulate and secure approval of by-laws and operational guidance to mainstream Rio Conventions												
1.2.3	Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation												
Output 1.3	Strengthened consultative and decision-making processes for Rio Convention mainstreaming												
1.3.1	Convene working group meetings to negotiate best consultative and decision-making processes												
1.3.2	Draft memoranda of agreements on consultative and decision-making processes												
Output 1.4	Targeted updating and streamlining of institutional mandates												
1.4.1	Undertake an in-depth analysis of institutional arrangements on Rio Convention mainstreaming												
1.4.2	Undertake an assessment of current data collection and generation methods of key agencies												
1.4.3	Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance												
1.4.4	Carry out a targeted updating and streamlining of institutional mandates												
1.4.5	Learning-by-doing workshops on better practices for reporting on Rio Convention implementation												
Component 2	Decentralization of global environmental governance												
Output 2.1	SWOT and Gap analyses of policies for catalyzing decentralized environmental governance												
2.1.1	Undertake a SWOT and gap analysis of environmental governance decentralization policies												
Output 2.2	Guidelines for decentralized management of the global environment												
2.2.1	Develop guidelines on Rio Convention decentralization and integration												
2.2.2	Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance												
Output 2.3	Targeted strengthening of capacities for decentralized global environmental governance												
2.3.1	Undertake an assessment of technical training needs to mainstream Rio Conventions obligations												
2.3.2	Carry out baseline and end-of-project surveys on technical capacities												
2.3.3	Identify and collate the training material to support the training programme												

2.3.4	Prepare a training programme for mainstreaming the Rio Conventions into local development plans	
2.3.5	Carry out training courses and workshops on Rio Convention mainstreaming	
2.3.6	Undertake an assessment of lessons learned from the trainings carried out during the project	
Output 2.4	Three sub-national pilot projects on Rio Convention mainstreaming, monitoring, and compliance	
2.4.1	Select three sub-national areas / sites (national and sub-national consultations)	
2.4.2	Set up the institutional arrangements to implement the pilot activities and exercises	
2.4.3	Demonstration and piloting of the sub-national/regional projects selected under 2.4.1	
2.4.4	Cull lessons learned from pilot activities	
Output 2.5	Resource mobilization strategy for Rio Convention mainstreaming	
2.5.1	Identify a set of best practice and innovative financial instruments relevant to the Somalian context	
2.5.2	Conduct a feasibility study on financial and economic instruments for piloting	
2.5.3	Draft, review, and approve a resource mobilization strategy	
Component 3	Improved environmental attitudes and values for the global environment	
Output 3.1	Stakeholder dialogues on the socio-economic value of the Rio Conventions	
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference	
3.1.2	Design and carry out surveys to assess understanding of Rio Convention mainstreaming	
3.1.3	Develop and validate public awareness and communication campaign plan	
3.1.4	Convene three public policy dialogues on the national-global environment nexus	
3.1.5	Convene national and sub-national awareness workshops	
3.1.6	Convene private sector sensitization panel discussions on global environmental issues	
3.1.7	Convene workshops targeted to media professionals to improve environmental reporting	
Output 3.2	Brochures and articles on the Rio Conventions	
3.2.1	Prepare and publish articles on linkages between the global environment and socio-economic issues	
Output 3.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	
3.3.1	Prepare and air a public service announcement on Rio Convention	
Output 3.3	Improved educational curricula and youth civic engagement	
3.4.1	Develop and integrate a high school education module on global environmental issues	
3.4.2	Develop and implement a high school competition on the economic values of the global environment	
3.4.3	Prepare an environmental awareness module for universities to integrate into curricula	

Output 3.5	Improved Internet visibility of the value of protecting the global environment	
3.5.1	Convene working group meetings among key agencies to improve their respective webpages	
3.5.2	Provide technological support to strengthen networking of existing websites and platforms	
3.5.3	Create and upload content to a Facebook page on Rio Convention mainstreaming	
Total Technical Output Budget		
Project Management		
A	Project Administration	
B	Independent Terminal Evaluation	
C	Project Board Meetings	

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
Component 1	Improved environmental governance through strengthened policy coordination												
Output 1.1	In-depth analysis of policies and associated institutional arrangements												
1.1.1	Undertake an in-depth analysis of Somalia's policy framework on environmental governance												
Output 1.2	Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation												
1.2.1	Carry out workshops to reconcile weaknesses and gaps in environmental policies and legal instruments												
1.2.2	Formulate and secure approval of by-laws and operational guidance to mainstream Rio Conventions												
1.2.3	Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation												
Output 1.3	Strengthened consultative and decision-making processes for Rio Convention mainstreaming												
1.3.1	Convene working group meetings to negotiate best consultative and decision-making processes												
1.3.2	Draft memoranda of agreements on consultative and decision-making processes												
Output 1.4	Targeted updating and streamlining of institutional mandates												
1.4.1	Undertake an in-depth analysis of institutional arrangements on Rio Convention mainstreaming												
1.4.2	Undertake an assessment of current data collection and generation methods of key agencies												
1.4.3	Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance												
1.4.4	Carry out a targeted updating and streamlining of institutional mandates												
1.4.5	Learning-by-doing workshops on better practices for reporting on Rio Convention implementation												
Component 2	Decentralization of global environmental governance												
Output 2.1	SWOT and Gap analyses of policies for catalyzing decentralized environmental governance												
2.1.1	Undertake a SWOT and gap analysis of environmental governance decentralization policies												
Output 2.2	Guidelines for decentralized management of the global environment												
2.2.1	Develop guidelines on Rio Convention decentralization and integration												
2.2.2	Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance												
Output 2.3	Targeted strengthening of capacities for decentralized global environmental governance												
2.3.1	Undertake an assessment of technical training needs to mainstream Rio Conventions obligations												
2.3.2	Carry out baseline and end-of-project surveys on technical capacities												
2.3.3	Identify and collate the training material to support the training programme												

2.3.4	Prepare a training programme for mainstreaming the Rio Conventions into local development plans	
2.3.5	Carry out training courses and workshops on Rio Convention mainstreaming	
2.3.6	Undertake an assessment of lessons learned from the trainings carried out during the project	
Output 2.4	Three sub-national pilot projects on Rio Convention mainstreaming, monitoring, and compliance	
2.4.1	Select three sub-national areas / sites (national and sub-national consultations)	
2.4.2	Set up the institutional arrangements to implement the pilot activities and exercises	
2.4.3	Demonstration and piloting of the sub-national/regional projects selected under 2.4.1	
2.4.4	Cull lessons learned from pilot activities	
Output 2.5	Resource mobilization strategy for Rio Convention mainstreaming	
2.5.1	Identify a set of best practice and innovative financial instruments relevant to the Somalian context	
2.5.2	Conduct a feasibility study on financial and economic instruments for piloting	
2.5.3	Draft, review, and approve a resource mobilization strategy	
Component 3	Improved environmental attitudes and values for the global environment	
Output 3.1	Stakeholder dialogues on the socio-economic value of the Rio Conventions	
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference	
3.1.2	Design and carry out surveys to assess understanding of Rio Convention mainstreaming	
3.1.3	Develop and validate public awareness and communication campaign plan	
3.1.4	Convene three public policy dialogues on the national-global environment nexus	
3.1.5	Convene national and sub-national awareness workshops	
3.1.6	Convene private sector sensitization panel discussions on global environmental issues	
3.1.7	Convene workshops targeted to media professionals to improve environmental reporting	
Output 3.2	Brochures and articles on the Rio Conventions	
3.2.1	Prepare and publish articles on linkages between the global environment and socio-economic issues	
Output 3.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	
3.3.1	Prepare and air a public service announcement on Rio Convention	
Output 3.3	Improved educational curricula and youth civic engagement	
3.4.1	Develop and integrate a high school education module on global environmental issues	
3.4.2	Develop and implement a high school competition on the economic values of the global environment	
3.4.3	Prepare an environmental awareness module for universities to integrate into curricula	

Output 3.5	Improved Internet visibility of the value of protecting the global environment	
3.5.1	Convene working group meetings among key agencies to improve their respective webpages	
3.5.2	Provide technological support to strengthen networking of existing websites and platforms	
3.5.3	Create and upload content to a Facebook page on Rio Convention mainstreaming	
Total Technical Output Budget		
Project Management		
A	Project Administration	
B	Independent Terminal Evaluation	
C	Project Board Meetings	

Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
Component 1	Improved environmental governance through strengthened policy coordination												
Output 1.1	In-depth analysis of policies and associated institutional arrangements												
1.1.1	Undertake an in-depth analysis of Somalia's policy framework on environmental governance												
Output 1.2	Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation												
1.2.1	Carry out workshops to reconcile weaknesses and gaps in environmental policies and legal instruments												
1.2.2	Formulate and secure approval of by-laws and operational guidance to mainstream Rio Conventions												
1.2.3	Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation												
Output 1.3	Strengthened consultative and decision-making processes for Rio Convention mainstreaming												
1.3.1	Convene working group meetings to negotiate best consultative and decision-making processes												
1.3.2	Draft memoranda of agreements on consultative and decision-making processes												
Output 1.4	Targeted updating and streamlining of institutional mandates												
1.4.1	Undertake an in-depth analysis of institutional arrangements on Rio Convention mainstreaming												
1.4.2	Undertake an assessment of current data collection and generation methods of key agencies												
1.4.3	Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance												
1.4.4	Carry out a targeted updating and streamlining of institutional mandates												
1.4.5	Learning-by-doing workshops on better practices for reporting on Rio Convention implementation												
Component 2	Decentralization of global environmental governance												
Output 2.1	SWOT and Gap analyses of policies for catalyzing decentralized environmental governance												
2.1.1	Undertake a SWOT and gap analysis of environmental governance decentralization policies												
Output 2.2	Guidelines for decentralized management of the global environment												
2.2.1	Develop guidelines on Rio Convention decentralization and integration												
2.2.2	Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance												
Output 2.3	Targeted strengthening of capacities for decentralized global environmental governance												
2.3.1	Undertake an assessment of technical training needs to mainstream Rio Conventions obligations												
2.3.2	Carry out baseline and end-of-project surveys on technical capacities												
2.3.3	Identify and collate the training material to support the training programme												
2.3.4	Prepare a training programme for mainstreaming the Rio Conventions into local development plans												

2.3.5	Carry out training courses and workshops on Rio Convention mainstreaming	
2.3.6	Undertake an assessment of lessons learned from the trainings carried out during the project	
Output 2.4	Three sub-national pilot projects on Rio Convention mainstreaming, monitoring, and compliance	
2.4.1	Select three sub-national areas / sites (national and sub-national consultations)	
2.4.2	Set up the institutional arrangements to implement the pilot activities and exercises	
2.4.3	Demonstration and piloting of the sub-national/regional projects selected under 2.4.1	
2.4.4	Cull lessons learned from pilot activities	
Output 2.5	Resource mobilization strategy for Rio Convention mainstreaming	
2.5.1	Identify a set of best practice and innovative financial instruments relevant to the Somalian context	
2.5.2	Conduct a feasibility study on financial and economic instruments for piloting	
2.5.3	Draft, review, and approve a resource mobilization strategy	
Component 3	Improved environmental attitudes and values for the global environment	
Output 3.1	Stakeholder dialogues on the socio-economic value of the Rio Conventions	
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference	
3.1.2	Design and carry out surveys to assess understanding of Rio Convention mainstreaming	
3.1.3	Develop and validate public awareness and communication campaign plan	
3.1.4	Convene three public policy dialogues on the national-global environment nexus	
3.1.5	Convene national and sub-national awareness workshops	
3.1.6	Convene private sector sensitization panel discussions on global environmental issues	
3.1.7	Convene workshops targeted to media professionals to improve environmental reporting	
Output 3.2	Brochures and articles on the Rio Conventions	
3.2.1	Prepare and publish articles on linkages between the global environment and socio-economic issues	
Output 3.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	
3.3.1	Prepare and air a public service announcement on Rio Convention	
Output 3.3	Improved educational curricula and youth civic engagement	
3.4.1	Develop and integrate a high school education module on global environmental issues	
3.4.2	Develop and implement a high school competition on the economic values of the global environment	
3.4.3	Prepare an environmental awareness module for universities to integrate into curricula	
Output 3.5	Improved Internet visibility of the value of protecting the global environment	
3.5.1	Convene working group meetings among key agencies to improve their respective webpages	
3.5.2	Provide technological support to strengthen networking of existing websites and platforms	  

3.5.3 Create and upload content to a Facebook page on Rio Convention mainstreaming

Total Technical Output Budget			
Project Management			
A	Project Administration		
B	Independent Terminal Evaluation		
C	Project Board Meetings		

Annex B: Capacity Development Scorecard

Project Name: Strengthening national capacities for improved decision-making and mainstreaming of global environmental obligations

Project Cycle Phase: PPG

Date: 28 November 2017

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	1	Several ministers dispute environmental issues in Somalia and there is an uncertainty of mandates. Most of the existing regulatory frameworks are at their infancy stage and need to be supported to their completion and implementation.	A critical need for the project is to address the issue of legitimacy and institutional mandates. The capacity of lead environmental organizations and individual capacities will be strengthened and there will be a comprehensive updating and streamlining of environmental mandates.	1, 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	1	Despite the presence of some mechanisms for consultations, important gaps remain. Stakeholders noted the limited collaboration and coordination mechanisms among government institutions, and the inherent tendencies for ministries to not cooperate or coordinate in the absence of some mediating mechanism or individual. There is potential to capture many synergies between the three conventions, but current practices limit such an achievement.	The project will strengthen the co-management framework. The project will also strengthen inter-ministerial cooperation through dialogues. An important contribution to strengthening adaptive collaborative management at the local level is through the pilot demonstration activities.	1, 2
	Some co-management mechanisms are in place and operational	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				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	A large number of NGOs are working across Somalia. Aside from NGOs, other stakeholders are defined in most cases and involved into the consultation process, their contribution to the planning and management processes remains limited.	Critically, the project will develop an appropriate cooperative agreement and arrangement(s) with non-state stakeholder organizations.	1, 2, 3
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	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	1	Awareness on how to mitigate the impacts of climate change, sustainably manage natural resources and use best environment and conservation practices is very low. While awareness of land degradation is widespread, education on how to curb the impacts is limited. Awareness on the importance of biodiversity exists implicitly amongst populations, but lacks more formal and structured knowledge, which often leads to inaction.	The project envisages involving as many stakeholders as possible in various activities in order to increase the number of people who have an improved understanding and value of the global environment to national development priorities. The project will also assess baseline awareness as well as end-of-project awareness of stakeholders in order to make some statement that awareness is increasing. However, this may not be fully attributable to the CCCD project. Awareness raising should be directed to all stakeholder types, i.e., government civil servants at all levels, Parliamentarians, private sector, journalists, youth, and local civil society, among other possible categories of stakeholders Particular attention	3
	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				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					will be directed to awareness-raising at the local level.	
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	1	Somalia's systems for information management are deficient. There are no formal or institutionalized platforms for information exchange on biodiversity or climate change. Additionally, there are limited examples of Somalia engaging in international or regional informational exchange or cooperation on desertification.	The project will facilitate the dissemination of knowledge through the tailored training programmes and the accompanied knowledge materials. The project will strengthen inter-ministerial coordination and communication, which in turn will facilitate better exchange of data and information.	1, 2, 3
	The environmental information needs are identified but the information management infrastructure is inadequate	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 through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Several NGOs and civil society organizations are providing environmental awareness education, however there is no institutionalized mechanism for on-going education, training, and public awareness.	During the project, both technical materials and information materials targeted on the linkage between the global environment and national socio-economic issues will be developed. The project will prepare an education module for the high school and university level.	3
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the	No linkage exist between environmental policy development	0	1	Despite the availability of some scientific knowledge, the data are	Stakeholder representatives, in particular staffs from government,	1, 2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
linkage between environmental research/science and policy development	and science/research strategies and programmes			not sufficiently used in the formulation of strategies or policy instruments. This is partly due to the fact that the key ministries and agencies do not share a common understanding of how to use the research to inform policies, plans, or strategies.	NGOs, 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.	
	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				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend 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	0	Knowledge associated with local traditions is not sufficiently used, resulting in the loss of value knowledge. The knowledge that currently exists is largely undocumented.	The project's assessment exercises should include an analysis of the barriers and opportunities to improve the access and use of traditional knowledge through best practices. This includes balancing traditional knowledge with that of more modern methods of knowledge creation for informing policy formulation and implementation. This requires that the project make every effort to engage local community and civil society representatives who can objectively represent this category of stakeholders in various project activities.	3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	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						

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
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	1	Somalia has adopted a number of key policies to govern aspects of environmental and natural resource management. The challenge before the country lies in building up and institutionalizing the absorptive capacities to effectively implement them. This requires new and additional investments of a different kind, as well as innovative approaches to remove other systemic, institutional, and technical capacity barriers, which include an internal resistance to change.	The project is designed to strengthen the global environmental character of three high value policy instruments. The project will also demonstrate their operationalization on-the-ground to showcase the socio-economic benefits of a more balanced and holistic approach to meeting socio-economic priorities. Lessons learned and best practices ensuing from the project will inform the development of a resource mobilization plan to extend and replicate project outcomes.	1, 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				
	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	1	Overall the policy and legislative framework in Somalia is weak. While Somaliland and Puntland have made much greater progress due to a longer period of stability, in central and southern Somalia, development is hindered by continued insecurity. Analysis of the overall policy framework of Somalia and assorted regulatory frameworks suggests that there is no clear mandate for the governance of the environment in Somalia	The project will focus on certain key reforms in policy and legislation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance. For the project to have any meaningful impact, these will need to be formally approved.	1, 2
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	environment; a compliance and enforcement mechanism is established and functions					
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	0	There is a lack of reliable data and information on environmental issues. Somalia’s development is also hindered by limited knowledge. There is a lack of technical and scientific data at a national level. Regarding climate change, there is a deficit of knowledge and expertise within environmental ministries and disaster agencies. Technical capacity and knowledge on in-situ conservation techniques very limited within the country. The majority of decision makers also lack knowledge on sustainable ways to mitigate desertification.	The project will facilitate the sharing of information through improved mechanisms of communication, collaboration, and coordination. Additionally, the project will strengthen the availability of information through electronic media.	1, 2
	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				
	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	0	Somalia’s government structures are extremely handicapped by the lack of financial and human resources. Currently, there is no policy and legal framework for financial mechanism on climate change and fundraising strategies are vague and lack important information.	This project will develop a resource mobilization strategy that is intended to carefully structure a plan of action to replicate and extend the capacity building activities carried out under the project. Not only must this strategy look to mobilize external resources from the international community, but importantly financial resources from within the country. The project must do more than just prepare the resource mobilization strategy, but provide practical guidance for implementing the	1, 2, 3
	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				
	Adequate resources are mobilized and available for the functioning of	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	the lead environmental organizations				strategy, e.g., having clear guidelines on how to conceptualize priorities in accordance to donor eligibility requirements.	
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	1	Somalia looks to the international community to support the transfer of technology and make new investments. Somalia has no policy and legal framework for technology transfer on Rio related areas. There are limited technical and analytical capabilities of the government ministries and departments.	The project is strategically designed to build the technical capacities of a large number of governmental staff in order that these skills are in-house. Addressing the issue of institutional coordination, collaboration, and consultation, an important complement of the project to strategically catalyze the availability of required technical skills and technologies, rather than unsustainably through externally-funded sources.	1, 2, 3
	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	2	Somalia has established a few important programme monitoring processes, including an inter-ministerial coordination committee to discuss monitoring needs/issues under the FAO, SWALIM initiative. Programme and project monitoring is generally limited to the monitoring and evaluation guidelines that focus on a set of project implementation indicators.	This Scorecard in addition to the logical framework matrix will be a tool to be used for monitoring the performance and progress of the mainstreaming activities. Monitoring will be undertaken in a participatory approach.	1, 2, 3
	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	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	1	Programme evaluation is what comes after the programme monitoring process. In Somalia there are a couple of environmental programme monitoring processes, but these are not sufficiently linked to the a robust evaluation of their effectiveness and use to inform the formulation and implementation of sectoral development plans that reflect global environmental obligations or meet best practice standards for resilience or sustainability.	The project will use smart indicators to measure the progress and quality of achievements of the mainstreaming activities.	1, 2, 3
	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				

Annex C: Terms of References

A. National Focal Point

The Government of Somalia will appoint a national focal point for this UNDP-supported project. The **National Focal Point** 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 Focal Point 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 Office of the Environment, as the concerned department, will designate the National Focal Point from among its staff at not lower than the Deputy Minister or Head of Department level. The National Focal Point will be supported by a national Project Manager¹⁶.

Duties and Responsibilities of the National Focal Point

The National Focal Point will have the following duties and responsibilities:

- a. 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)
- b. Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- c. Ensure that all Government inputs committed to the project are made available;
- d. 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;
- e. 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);
- f. 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;
- g. Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Focal Point 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 (Project Board), 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 Direct Implementation Modality. The Project Manager will perform a liaison role with the government, UNDP

¹⁶ 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).

and other UN agencies, 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 (since this is a DIM project).
- Supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
- Support UNDP and the Office of the Environment 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 (Project Board) and UNDP.
- Manage and monitor the project risks initially identified and submit new risks to the Project Steering Committee (Project Board) 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 (Project Board), 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 Office of the Environment 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. He/she will work with the national consultants to assess and institutionalize 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 Somalia.

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 Somalia 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.

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 Somalia 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.

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 Somalia 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.

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.

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 types of activities that he/she may undertake include:

- a. Preparing technical materials and facilitating the technical working group meetings
- b. Undertake an in-depth baseline analysis of information needs, sources and flows to implement environmental legislation
- c. Facilitate negotiations among line ministries on cooperative agreements (memoranda of agreement)
- d. Undertake an in-depth analysis of environmental legislation and compliance
- e. In collaboration with other national consultants, undertake an analysis of best practices and lessons learned
- f. Lead drafter of technical guidelines for the strategic implementation of environmental legislation
- g. In collaboration with other national consultants, draft recommended monitoring and compliance reforms
- h. In collaboration with other national consultants, undertake an assessment of existing guidelines, tools and resources
- i. In collaboration with other national consultants, prepare a comprehensive training programme and targeted training modules
- j. In collaboration with other national consultants, draft operational guidelines for coordinated monitoring and compliance
- k. In collaboration with other national consultants, support sub-contracted NGO to carry out broad-based survey
- l. Contribute to the preparation of the public awareness implementation plan
- m. Contribute to the preparation of articles on legislative responses for Rio Convention implementation
- n. In collaboration with other national consultants, prepare a global environmental education module
- o. In collaboration with other national consultants, undertake an in-depth financial and economic analysis of environmental monitoring and compliance
- p. In collaboration with other national consultants and based on consultations with stakeholders and the technical working group members, facilitate meetings and at least one workshop to select best practice and innovative financial and economic instruments to piloted
- q. Contribute to the development of the environmental legislation website and Facebook

The Environmental Legal Specialist will have a post-graduate degree in law, with a specialization on environmental law and policy of Somalia. 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.

J. Financial Analyst

The Financial Analyst will take the lead on developing the resource mobilization strategy (Output 2.5), which is designed to support the financial sustainability of project outcomes. The types of activities that he/she may undertake include:

- a. Identifying a set of best practice and innovative financial instruments relevant to the Somalian context
- b. In collaboration with other national consultants and based on consultations with stakeholders and the technical working group members, facilitate meetings and at least one workshop to select best practice and innovative financial and economic instruments to piloted
- c. Pilot innovative financial and/or economic instruments
- d. Draft the resource mobilization strategy

Additionally, he/she will also provide support, along with other national consultants, in other project activities, as they relate to finance, such as cost-benefit analyses, and the institutional analyses. 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.

K. Environmental Education Specialist

The Environmental Education Specialist will take the lead on Component 3. 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.

L. Monitoring and Evaluation Specialist

Under the overall guidance of the Project Manager, the specialist will provide M&E expertise during the implementation of Output 1.4. More specifically, the M&E Specialist will be responsible for the in-depth analysis of institutional arrangements/data collection and generation methods, and the brief to recommend institutional reforms for improved mainstreaming, monitoring, and compliance to Rio Convention obligations. The specialist will also prepare the periodic M&E report (1.4.3) and will be responsible for the guidelines for coordinated mainstreaming, monitoring, and compliance, as well as the updating and streamlining of institutional mandates. Additionally, the Monitoring and Evaluation Specialist will contribute to other outputs in Component 2 as they relate to monitoring of Rio Convention implementation.

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.

M. Lead Sector Specialist

The project calls for the selection of a three plans for piloting. 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 SWOT¹⁷ 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

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

N. International Capacity Development Specialist

An International Capacity Development Specialist will be recruited to provide necessary technical advisory services on the implementation and adaptive collaborative management of key project activities, in particular the preparation of technical analyses and drafting of integrated Rio Convention/sectoral policies, programmes, plans and/or legislation, and assist in strengthening organizational capacities as well as improving government coordination and institutional linkages, as appropriate. 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.

O. 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.

¹⁷ Strength, Weaknesses, Opportunities, and Threats.

Annex D: 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

- | | |
|--|-------------------------------------|
| <p>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):</p> <ul style="list-style-type: none"> • 4: The project has a theory of change <u>backed by credible evidence</u> 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 <u>backed by relatively limited evidence</u>. 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 <u>not supported by evidence nor linked to higher level results</u> 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. | <p>Rating Score</p> <p>3</p> |
|--|-------------------------------------|

*Note: Management Action or strong management justification must be given for scores of 0 or 1

Evidence

Section B 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 2016 NCSA in order that Somalia 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 goals of the 2030 Agenda for Sustainable Development. The project document makes explicit references to these emerging best practices and creates an institutional space for national stakeholders to deliberate on the appropriate application of these indicators to Somalia's context.

	Rating Score
2. Is the project aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):	
<ul style="list-style-type: none">• 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	4

Evidence

This project responds to all three areas of development work per the UNDP Strategic Plan. The project also the proposed new and emerging area of natural resources management. The evidence of this is the project activities that will integrate global environmental criteria and indicators in national sustainable development planning frameworks. The project's results framework includes at least one Strategic Plan output indicator.

RELEVANT

	Rating Score
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):	
<ul style="list-style-type: none">• 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 board.)• 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	4

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 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.1. 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 Country Office. Additionally, specific meetings may be scheduled between the PMU, the UNDP Country Office 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):

Rating Score

- **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.

4

*Note: Management Action or strong management justification must be given for scores of 0 or 1

Evidence

This project responds to Somalia's 2016 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 3'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?

Rating Score

- **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

3

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.
- 0: No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.

Evidence

An analysis of gender issues was undertaken and is included in Section D.2 of the project document.

Rating Score

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. **4**
- 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

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

MANAGEMENT & MONITORING

Rating Score

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. **3**
- 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 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 board?

Rating Score

- **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 board), and full terms of reference of the project board has been attached to the project document. A conversation has been held with each board 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 board). While full terms of reference of the project board may not be attached, the project document describes the responsibilities of the project board, 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 board, 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

3

*Note: Management Action or strong management justification must be given for scores of 0 or 1

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 board, 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):

Rating Score

- **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.

4

This project will be executing through the Direct Implementation Modality.

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)
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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).	Rating Score	
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- 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

0

*Note: Management Action or strong management justification must be given for scores of 0 or 1

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):	Rating Score	
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- 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.

4

Evidence

The project has a detailed multi-year work plan and multi-year output budget, both of which are at the activity level.

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

- **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)

3

***Note: Management Action or strong management justification must be given for scores of 0 or 1**

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?

Rating Score

- **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.

4

***Note: Management action or strong management justification must be given for scores of 0 or 1**

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, 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? Rating Score

- **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. 4
- **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

Evidence

This project is consistent with the UN Strategic Framework for Somalia (2017-2020). This UNSF functions as Somalia’s UNDAF. 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
Exempt

Evidence:

This project is exempt from the Social and Environmental Screening Procedures as the capacity building activities of this project were specifically structured to actively engage a broad range of stakeholders. By design, the project will ensure that stakeholders that represent the priorities and concerns of the state governments will be represented in the various consultations and learning-by-doing workshops. The pilot demonstrations and early implementation of better or best practices will also be organized and implemented in close collaboration and coordination with other similar activities in order to take into account any potential social and/or environmental risks as well as to minimize them.

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): Rating Score

- **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.

3

Evidence

Consultations with stakeholders reaffirmed the validity of the project strategy to work with other projects and help strengthen the global environmental character, in particular to strengthen the 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):

Rating Score

- **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.

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 goals of the 2030 Agenda for Sustainable Development, among other relevant indicators that may contribute to environmental resilience and sustainability. Additional project activities such as the by-laws and operational guidance, and training programmes are based on the assessments. Project activities are designed to increase the capacity of key institutions.

26. Is there 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 E: 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

The main project stakeholders are the government ministries that are responsible for environmental policies and legislation. Stakeholders are present at the national, state, and local level (region and district). 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. 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. The project will also support consultation, engagement and coordination of programmes with the number of national and international NGOs/CSOs. The project will be implemented in line with established procedures agreed to by the Government of Somalia and UNDP.

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 Somalia's 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. 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.

Stakeholders Potential Role in Project Implementation

The following organizations should be included in implementation. The table below provides their possible roles and involvement during project implementation.

Stakeholder	Possible roles in project execution
<ul style="list-style-type: none"> Office of the Environment in the Office of the Prime Minister 	<p>The Office of the Environment will be the responsible partner</p>
<p>Other government institutions:</p> <ul style="list-style-type: none"> Ministry of Environment and Rural Development Ministry of Environment, Wildlife and Tourism Parliamentary Committees for Environment and Natural Ministry of Agriculture Ministry of Energy and Water Ministry of Livestock, Rangelands and Forestry 	<ul style="list-style-type: none"> 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
<p>State and Local Governments</p>	<p>State and local governments play a critical role in actively engaging in the capacity building activities such as negotiations, improving coordination, training, and piloting exercises. They can support other project activities and also benefit from the project capacity building activities.</p> <ul style="list-style-type: none"> Participation in national stakeholders fora Participation in learning networks Participation in learning activities
<p>NGOs: The Somali NGO Consortium</p>	<p>Their roles would be to work in collaboration with the federal and state governments 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</p> <ul style="list-style-type: none"> 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
<p>Private Sector</p>	<p>They can be potential financial and technical partners, and sources of data and information.</p> <ul style="list-style-type: none"> Participation in national stakeholders fora Participation in learning events
<p>Academic and Research Institutions:</p> <ul style="list-style-type: none"> University of Somalia Somalia National University SIMAD University Somali International University Benadir University Mogadishu University University of Hargeisa Amoud University Gools University 	<p>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.</p> <ul style="list-style-type: none"> 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

Annex F: UNDP Risk Log

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Limited absorptive capacity	November 2016	Operational Organizational	Limited absorptive capacity could lead to implementation delays. P =4 I = 1	This risk is mitigated by distributing the roles and responsibilities amongst numerous partner ministries and actors that would take the lead, in consultation with the Office of the Environment as executing agency, and independent expert non-state organizations to provide additional technical expertise.	Project Manager	UNDP Country Office	February 2018	No change
2	Limited political will made worse by the relatively low level of cooperation between agencies and organizations at the federal and state levels	November 2016	Strategic	If commitment to the project wanes, implementation and attainment of goals may be delayed. Also, long-term sustainability may be threatened. P =3 I =2	Political divisions, particularly the existence of the distinct states make the implementation of national programs challenging. Adequate coordination mechanisms (both at the federal and regional levels) currently do not exist. The project will first address these risks by holding consultations 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 pursue targeted capacity	Project Manager	UNDP Country Office	February 2018	No change

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Management response	Owner	Submitted, updated by	Last Update	Status
					building activities to strengthen institutional mechanisms for improved coordination and collaboration. These include activities such as negotiating best appropriate consultative processes and memoranda of agreements on inter-institutional collaboration and information sharing.				
3	Acceptance of the project by local communities	November 2016	Strategic	If the project is not accepted by communities, attainment of goals may be delayed. Also, long-term sustainability may be threatened. P =2 I =2	This risk will be mitigated through the adaptive collaborative approach to project management. By engaging stakeholders early in project design and throughout implementation, communities will have the opportunity to voice concerns or suggestions that ultimately affect stakeholder buy-in. Piloting activities at the municipal level will further engage local stakeholders in the process and improve the likelihood of acceptance.	Project Manager	UNDP Country Office	February 2018	No change
4	Willingness of agencies, offices, and ministries to change their internal business models, specifically in line with recommendations that better integrate Rio Convention obligations.	November 2016	Strategic	If not effectively addressed, this risk may limit the project's success. P =2 I =4	The outputs and activities of this project were chosen to take into account these existing "business-as-usual" approaches. Activities under this project call for incremental modifications to be made, and activities will be facilitated by national experts and independent advisors so that	Project Manager	UNDP Country Office	February 2018	No change

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Management response	Owner	Submitted, updated by	Last Update	Status
					stakeholders discuss and come to consensus agreements themselves.				
5	Instability of some regions in Somalia	November 2016	Political	<p>Conflict and insecurity threaten Somalia's peace, development, and resources.</p> <p>P =3 I =3</p>	<p>This project design and implementation allows for activities to appropriately adapt to such potential changes. For this reason, the adaptive collaborative management approach is central to the success of the project. Collaboration across sectors and among stakeholder representatives throughout the implementation process will allow for the on-going monitoring and realignment of project activities.</p>	Project Manager	UNDP Country Office	February 2018	No change

Annex G: Output Budget

Activity	Description	US\$ Total	US\$ GEF	US\$ Non-GEF	US\$ Year 1	US\$ Year 2	US\$ Year 3	US\$ Year 4
Component 1	Improved environmental governance through strengthened policy coordination	525,000	215,000	310,000	349,000	103,000	37,500	35,500
Output 1.1	In-depth analysis of policies and associated institutional arrangements	35,000	15,000	20,000	35,000	-	-	-
1.1.1	Undertake an in-depth analysis of Somalia's policy framework on environmental governance	35,000	15,000	20,000	35,000	-	-	-
Output 1.2	Targeted policy frameworks are reconciled to create synergies for Rio Convention implementation	135,000	50,000	85,000	114,000	8,000	7,500	5,500
1.2.1	Carry out workshops to reconcile weaknesses and gaps in environmental policies and legal instruments	60,000	20,000	40,000	60,000	-	-	-
1.2.2	Formulate and secure approval of by-laws and operational guidance to mainstream Rio Conventions	50,000	20,000	30,000	50,000	-	-	-
1.2.3	Distribute updated codes, laws and relevant texts pertaining to Rio Convention implementation	25,000	10,000	15,000	4,000	8,000	7,500	5,500
Output 1.3	Strengthened consultative and decision-making processes for Rio Convention mainstreaming	95,000	45,000	50,000	95,000	-	-	-
1.3.1	Convene working group meetings to negotiate best consultative and decision-making processes	50,000	20,000	30,000	50,000	-	-	-
1.3.2	Draft memoranda of agreements on consultative and decision-making processes	45,000	25,000	20,000	45,000	-	-	-
Output 1.4	Targeted updating and streamlining of institutional mandates	260,000	105,000	155,000	105,000	95,000	30,000	30,000
1.4.1	Undertake an in-depth analysis of institutional arrangements on Rio Convention mainstreaming	35,000	15,000	20,000	35,000	-	-	-
1.4.2	Undertake an assessment of current data collection and generation methods of key agencies	35,000	15,000	20,000	35,000	-	-	-
1.4.3	Draft and validate guidelines for coordinated mainstreaming, monitoring and compliance	35,000	20,000	15,000	35,000	-	-	-
1.4.4	Carry out a targeted updating and streamlining of institutional mandates	65,000	25,000	40,000	-	65,000	-	-
1.4.5	Learning-by-doing workshops on better practices for reporting on Rio Convention implementation	90,000	30,000	60,000	-	30,000	30,000	30,000
Component 2	Decentralization of global environmental governance	885,000	395,000	490,000	289,500	253,000	113,000	229,500
Output 2.1	SWOT and Gap analyses of policies for catalyzing decentralized environmental governance	35,000	15,000	20,000	35,000	-	-	-
2.1.1	Undertake a SWOT and gap analysis of environmental governance decentralization policies	35,000	15,000	20,000	35,000	-	-	-
Output 2.2	Guidelines for decentralized management of the global environment	110,000	45,000	65,000	75,000	35,000	-	-
2.2.1	Develop guidelines on Rio Convention decentralization and integration	50,000	20,000	30,000	50,000	-	-	-
2.2.2	Prepare a roadmap to facilitate and catalyze mainstreaming, monitoring and compliance	60,000	25,000	35,000	25,000	35,000	-	-
Output 2.3	Targeted strengthening of capacities for decentralized global environmental governance	330,000	140,000	190,000	144,500	38,000	38,000	109,500
2.3.1	Undertake an assessment of technical training needs to mainstream Rio Conventions obligations	35,000	15,000	20,000	17,000	-	-	18,000
2.3.2	Carry out baseline and end-of-project surveys on technical capacities	35,000	15,000	20,000	17,500	-	-	17,500
2.3.3	Identify and collate the training material to support the training programme	55,000	25,000	30,000	55,000	-	-	-
2.3.4	Prepare a training programme for mainstreaming the Rio Conventions into local development plans	55,000	25,000	30,000	55,000	-	-	-
2.3.5	Carry out training courses and workshops on Rio Convention mainstreaming	95,000	35,000	60,000	-	38,000	38,000	19,000

2.3.6	Undertake an assessment of lessons learned from the trainings carried out during the project	55,000	25,000	30,000	-	-	-	55,000
Output 2.4	Three sub-national pilot projects on Rio Convention mainstreaming, monitoring, and compliance	265,000	130,000	135,000	-	125,000	75,000	65,000
2.4.1	Select three sub-national areas / sites (national and sub-national consultations)	25,000	10,000	15,000	-	25,000	-	-
2.4.2	Set up the institutional arrangements to implement the pilot activities and exercises	50,000	20,000	30,000	-	50,000	-	-
2.4.3	Demonstration and piloting of the sub-national/regional projects selected under 2.4.1	135,000	75,000	60,000	-	50,000	75,000	10,000
2.4.4	Cull lessons learned from pilot activities	55,000	25,000	30,000	-	-	-	55,000
Output 2.5	Resource mobilization strategy for Rio Convention mainstreaming	145,000	65,000	80,000	35,000	55,000	-	55,000
2.5.1	Identify a set of best practice and innovative financial instruments relevant to the Somalian context	35,000	15,000	20,000	35,000	-	-	-
2.5.2	Conduct a feasibility study on financial and economic instruments for piloting	55,000	25,000	30,000	-	55,000	-	-
2.5.3	Draft, review, and approve a resource mobilization strategy	55,000	25,000	30,000	-	-	-	55,000
Component 3	Improved environmental attitudes and values for the global environment	740,000	300,000	440,000	182,000	212,500	162,000	183,500
Output 3.1	Stakeholder dialogues on the socio-economic value of the Rio Conventions	410,000	170,000	240,000	145,500	79,500	79,500	105,500
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Project Results Conference	60,000	25,000	35,000	30,000	-	-	30,000
3.1.2	Design and carry out surveys to assess understanding of Rio Convention mainstreaming	70,000	30,000	40,000	35,000	-	-	35,000
3.1.3	Develop and validate public awareness and communication campaign plan	40,000	15,000	25,000	40,000	-	-	-
3.1.4	Convene three public policy dialogues on the national-global environment nexus	70,000	30,000	40,000	23,500	23,000	23,500	-
3.1.5	Convene national and sub-national awareness workshops	70,000	30,000	40,000	-	23,500	23,000	23,500
3.1.6	Convene private sector sensitization panel discussions on global environmental issues	50,000	20,000	30,000	-	17,000	16,000	17,000
3.1.7	Convene workshops targeted to media professionals to improve environmental reporting	50,000	20,000	30,000	17,000	16,000	17,000	-
Output 3.2	Brochures and articles on the Rio Conventions	40,000	20,000	20,000	-	14,000	12,000	14,000
3.2.1	Prepare and publish articles on linkages between the global environment and socio-economic issues	40,000	20,000	20,000	-	14,000	12,000	14,000
Output 3.3	Public service announcement(s) on globally sensitive and environmentally friendly behavior	65,000	25,000	40,000	-	35,000	15,000	15,000
3.3.1	Prepare and air a public service announcement on Rio Convention	65,000	25,000	40,000	-	35,000	15,000	15,000
Output 3.3	Improved educational curricula and youth civic engagement	120,000	40,000	80,000	22,000	51,500	24,000	22,500
3.4.1	Develop and integrate a high school education module on global environmental issues	37,500	12,500	25,000	22,000	15,500	-	-
3.4.2	Develop and implement a high school competition on the economic values of the global environment	37,500	12,500	25,000	-	13,500	12,000	12,000
3.4.3	Prepare an environmental awareness module for universities to integrate into curricula	45,000	15,000	30,000	-	22,500	12,000	10,500
Output 3.5	Improved Internet visibility of the value of protecting the global environment	105,000	45,000	60,000	14,500	32,500	31,500	26,500
3.5.1	Convene working group meetings among key agencies to improve their respective webpages	30,000	10,000	20,000	7,500	7,500	7,500	7,500
3.5.2	Provide technological support to strengthen networking of existing websites and platforms	53,000	25,000	28,000	-	20,000	20,000	13,000
3.5.3	Create and upload content to a Facebook page on Rio Convention mainstreaming	22,000	10,000	12,000	7,000	5,000	4,000	6,000
Total Technical Output Budget		2,150,000	910,000	1,240,000	820,500	568,500	312,500	448,500
Project Management		350,000	90,000	260,000	77,750	77,250	77,250	117,750
A	Project Manager	100,000	44,000	56,000	25,000	25,000	25,000	25,000
B	Independent Terminal Evaluation	40,000	25,000	15,000	-	-	-	40,000
C	Project Board Meetings	14,000	1,000	13,000	3,750	3,250	3,250	3,750
D	Project Support Staff	58,000	10,000	48,000	14,500	14,500	14,500	14,500

E	Travel	49,000	1,000	48,000	12,250	12,250	12,250	12,250
F	Audio Visual & Print Prod Costs	10,000	-	10,000	2,500	2,500	2,500	2,500
G	Equipment and Furniture	10,000	-	10,000	2,500	2,500	2,500	2,500
H	Rental & Maintenance-Premises	30,000	-	30,000	7,500	7,500	7,500	7,500
I	Miscellaneous Expenses	7,000	1,000	6,000	1,750	1,750	1,750	1,750
J	Professional Services: Audit	6,000	2,000	4,000	1,500	1,500	1,500	1,500
K	Direct Project Costs	6,000	6,000	-	1,500	1,500	1,500	1,500
L	Transportation	20,000	-	20,000	5,000	5,000	5,000	5,000
Project Total		2,500,000	1,000,000	1,500,000	898,250	645,750	389,750	566,250

Annex H: References

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Annex I: Social and Environmental Screening Procedures

This Cross-Cutting Capacity Development Project is exempt from undertaking these procedures.

This project is exempt from the Social and Environmental Screening Procedures as the capacity building activities of this project were specifically structured to actively engage a broad range of stakeholders. By design, the project will ensure that stakeholders that represent the priorities and concerns of the state governments will be represented in the various consultations and learning-by-doing workshops. The pilot demonstrations and early implementation of better or best practices will also be organized and implemented in close collaboration and coordination with other similar activities in order to take into account any potential social and/or environmental risks as well as to minimize them.