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Project title: Mitigating key sector pressures on marine and coastal biodiversity and further strengthening the national system of marine protected areas in Djibouti		
Country: Djibouti	Implementing Partner: Ministry of Housing, Urban Planning and Environment (MHUPE) ¹	Management Arrangements: National Implementation Modality (NIM)
UNDAF/Country Programme Outcome: Focal Area 3: Resilience of populations to natural hazards and food insecurity		
UNDP Strategic Plan Output: <u>Output 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		
UNDP Social and Environmental Screening Category: Low risk	UNDP Gender Marker: 2 (activities that will contribute <i>in some way</i> to gender equality, but not significantly)	
Atlas Project ID (formerly Award ID): 00106632	Atlas Output ID (formerly Project ID): 00107267	
UNDP-GEF PIMS ID number: 5560	GEF ID number: 9215	
Planned start date: 15 August 2018	Duration / Planned end date: 5 years / 31 December 2022	
LPAC date: TBD – after GEF CEO endorsement		
<p>Brief project description: The Republic of Djibouti is a small coastal country in the Horn of Africa, with a total area of 23,200 km², a coastline of 372 km and, within a maritime territory area of 7,200 km². Djibouti's economy is largely dependent on its service sector (76.3% of GDP) connected with the country's strategic location as a deep-water port at the intersection of the Red Sea and the Gulf of Aden. Over the last years, led by the vision to turn the country into a platform for commercial and logistics services for the Horn of Africa, the Government has started to undertake vast projects for the development of port, rail and road infrastructure, aimed at facilitating and increasing access to markets in the region.</p> <p>While the Government of Djibouti has made investments to protect some of its unique and biodiversity rich marine habitats, these achievements risk to become precarious given the magnitude and speed of new developments of port infrastructure in Djibouti, most notably in the Gulfs of Tadjourah and Ghoubet. There are major risks associated with the new shipping routes and increased traffic of oil tankers and other ships transporting noxious substances through this vulnerable environment.</p> <p>This GEF project therefore has the objective to <i>“Enhance the resilience of Djibouti’s marine biodiversity through increasing institutional capacity, enhancing financial sustainability and management effectiveness of the MPA system, and mainstreaming marine biodiversity into key maritime sectors”</i>. The project Objective will be achieved through implementation of four components that address the key barriers identified for effective MPA and marine ecosystem services management. Component 1 <i>Strengthening the effectiveness of Djibouti’s MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors;</i> Component 2 <i>Expanding the national MPA network and strengthening MPA management at site level;</i> Component 3 <i>Sustainable financing mechanism for marine biodiversity and the national protected areas system;</i> and Component 4 <i>Gender Mainstreaming, Knowledge Management and M&E.</i></p>		

¹ In French: Ministère de l’Habitat, de l’Urbanisme, de l’Aménagement du Territoire et de l’Environnement(MHUATE)

FINANCING PLAN	
GEF Trust Fund	USD 2,822,374
(1) Total Budget administered by UNDP	USD 2,822,374
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)	
Government of Djibouti	USD 3,120,000
Government of Djibouti (PRAREV)	USD 6,520,000
Government of Djibouti (PRMSRVCP/Islamic Development Bank)	USD 1,500,000
World Food Programme	USD 750,000
IGAD-IUCN-Nature Djibouti (BMP)	USD 500,000
(2) Total co-financing	USD 12,390,000
(3) Grand-Total Project Financing (1)+(2)	USD \$15,212,374
SIGNATURES	
Signature on behalf of The Government Of Djibouti	Signature on behalf of UNDP
  M. Houssein Rirache Robleh Secretary General of the Ministry of Habitat, Urban Planning, Environment p.i	  Mrs. Fatima Elsheikh UNDP Resident Representative a.i
Date/Month/Year:...../...../..... 24/07/2018	Date/Month/Year:...../...../..... 24/07/2018

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List of Abbreviations

ACP	African, Caribbean, Pacific Group (of countries)
AF	Adaptation Fund
AU	African Union
BMP	Biodiversity Management Programme
CBD	Convention on Biological Diversity
CDS	Capacity Development Scorecard
CERD	Centre d'étude et de recherche de Djibouti (CERD) (National Research Center Djibouti)
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO	UNDP Country Office
CORDIO	Coastal Oceans Research and Development in the Indian Ocean
CTA	Chief Technical Advisor
DÉDD	Directorate for Environment and Sustainable Development (Direction de l'Environnement et du Développement Durable); previously named Directorate for Spatial Planning and Environment (DATE)
DPFZA	Djibouti Ports and Free Zones Authority
EU	European Union
FAO	Food and Agriculture Organisation (of the UN)
FSP	Full Sized Project
GDP	Gross Domestic Product
GEB	Global Environmental Benefit
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GoD	Government of Djibouti
GRM	UNDP Grievance Redress Mechanism
IAS	Invasive Alien Species
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IGAD-BMP	Intergovernmental Authority on Development – Biodiversity Management Project
IUCN	International Union for the Conservation of Nature
IUCN-WCEL	IUCN- World Commission on Environmental Law
KM	Knowledge Management
LDCF	Least Developed Countries Fund
M&E	Monitoring and Evaluation
MAWFLMR	Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR)
MCPA	Marine and Coastal Protected Area
MET	Ministry of Equipment and Transport
METT	Management Effectiveness Tracking Tool
MHUPE	Ministry of Housing, Urban Planning and Environment
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSP	Marine Spatial Plan
MSY	Maximum Sustainable Yield
MTR	Midterm Review
NCSA	National Capacity Self Assessment
NEF	National Environmental Fund
NGO	Non-governmental Organisation
NIM	National Implementation Modality
OFF	GEF Operational Focal Point
PA	Protected Area
PANA	National Adaptation Plan of Action (English – NAPA)
PAN-INN	National Action Plan to Combat Illegal Fishing
PAP	Project Affected Persons'
PERSGA	Strategic Action Programme for the Red Sea and the Gulf of Aden
PIF	Project Identification Form
PIR	GEF Project Implementation Report

PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PRAREV	Programme to support the reduction of vulnerability in coastal fisheries
RTA	Regional Technical Advisor
PRMSRVCP	Projet Renforcement des Moyens de Subsistances et de la Réduction de la Vulnérabilité des Communautés Pastorales
SBAA	Standard Basic Assistance Agreement
SCCF	Special Climate Change Fund
SDGs	Sustainable Development Goals
SESP	Social & Environmental Screening Procedure
STAP	GEF Scientific Technical Advisory Panel
TE	Terminal Evaluation
TOR	Terms of Reference
TT	GEF Tracking Tool
UNDP CO	UNDP Country Office
UNDP-ERC	UNDP Evaluation Resource Center
UNDP-GEF	UNDP Global Environmental Finance (Unit)
UNDP-IEO	UNDP Independent Evaluation Office
UNEP	UN Environment Programme, now UN Environment
WB	World Bank
WFP	World Food Programme
WOD	World Oceans Day

II. DEVELOPMENT CHALLENGE

2.1 Context, issues and global significance

1. The Republic of Djibouti is a small coastal country in the Horn of Africa, with a total area of 23,200 km², a coastline of 372 km and, within a maritime territory area of 7,200 km², three isolated island groups: Haramous Island immediately southeast of Djibouti capital; Musha and Maskali Islands, low coral and sand islands north-east of Djibouti capital; and Sept Frères Islands, eroded volcanic islands off the northern coast of Djibouti, south of the Strait of Bab El Mandeb across Yemen. Djibouti's marine space is located on the confluence of the Red Sea and the Indian Ocean. A small portion of the coastline belongs to the Red Sea (38 km) and the Gulf of Aden (80 km). The remaining, coastline of Djibouti lies along the narrow Gulf of Tadjourah, an east-west oriented trench with a maximum depth of 883 m. A narrow opening with two passes of 2 and 13 m depth separates it from the nearly-enclosed basin of the Ghoubet al-Kharab, which has a maximum depth of 300 m and increased salinity. The position at the confluence between two large biogeographical regions gives the Djiboutian waters particular characteristics, including a diversity of hydrodynamic conditions and the emergence of unique assemblages of marine species and habitats. With similar conditions to those prevailing in the southern reefs of the Red Sea, the reef of Djibouti is very turbid. On the south coast, close to the border with Somalia, the effects of upwelling nutrient-rich water begin to be discernible in fish assemblages. Water there is very turbid and the poorly developed reefs support fewer species and lower abundances of reef-associated fish than reefs further north. Non-reef species are more abundant, however, and this area represents the main fishing ground in Djibouti. A number of beaches and coral reefs, such as at Khor Ambado, Arta Plage and Sables Blancs are important for ecotourism.
2. The climate is tropical semi-arid desert type over the whole territory, with the exception of two mountainous regions to the north of the Gulf of Tadjourah. Average temperatures range from 23° C in January to 39° C in August and evaporation is high throughout the year. The low and erratic rainfall barely reach an annual average of 130 mm² and occur as strong showers with inter-annual variations from one extreme to another (flood to drought).
3. In 2016, the Djibouti population is estimated at 846,687 inhabitants³ with an annual growth rate of 2.18% and more than two thirds living in the capital region. Demography is characterized by a very young population: 31.71% of the population is less than 15 years old. The unemployment rate of 60% is a major problem and the proportion of the population living below the poverty line is 23%⁴. 96.5% of the rural population lives below the poverty line. The Human Development Index (0.43) ranks the country 165th over 187 countries.
4. The country is poorly endowed with natural resources, has less than 1,000 km² of arable land (0.04 %) and limited water resources. Most rivers are temporary and flow only a few hours after storms. The vast majority of the rural population lives in infertile desert areas and is highly exposed to natural variations, especially with regard to water security. Since 2007, Djibouti has been facing prolonged drought events that have heavily impacted agro-pastoral production and rural livelihoods. Rainfall has been 75% below average in some regions. The 2010 Rapid Drought Impact Assessment showed that the 2010 drought had a devastating impact on the water security and livelihoods of the 240,000 people living in rural areas, particularly small-scale farmers and herders. Also natural ecosystems have suffered severely with the few remaining forest areas exhibiting high tree mortality rates.
5. Djibouti's economy has become largely dependent on its service sector (76.3% of GDP) connected with the country's strategic location as a deep-water port at the intersection of the Red Sea and the Gulf of Aden which serves as an important shipping portal for goods entering and leaving the east African highlands and trans-shipments between Europe, the Middle East, and Asia. Djibouti's economy is poorly diversified and growth, although steady since 2006, has not led to a significant reduction of poverty. The country has few industrial (20.8% of GDP) and even fewer agricultural (2.9% of GDP) activities. The main industrial activity is the Port of Djibouti. The country has a chronic food deficit and is totally dependent on imports to meet its food needs, importing almost all of its cereal consumption, and food aid accounts for nearly 10% of total imports (World Bank, 2011). Djibouti's reliance on diesel-generated electricity and imported food and water leave

² Plan d'Action National pour l'Environnement. 2000.

³ CIA (US). The World Factbook. Accessed online (2016 figures): <https://www.cia.gov/library/publications/the-world-factbook/geos/dj.html>

⁴ Other sources put this figure much higher, with over 40%.

average consumers vulnerable to global price fluctuations in food and fuel prices and to natural disasters such as floods and droughts. The rural populations primarily exploit poor pastures and are highly exposed to climatic events and climate change. The fisheries sector, which provides direct employment to only some 1,000 people, constitutes a secondary source of livelihood (World Bank, 2011) and has been judged of having large growth potential.

6. Over the last years, led by the vision to turn the country into a platform for commercial and logistics services for the Horn of Africa, the Government has started to undertake vast projects for the development of port, rail and road infrastructure, aimed at facilitating and increasing access to markets in the region. Major foreign investment will lead to i) the expansion and modernisation of the current main port in Djibouti capital, ii) construction of a multi-purpose port in Doraleh at about 15 km from Djibouti capital, which will cover 268 ha and have a length of 1,200 m with 7 berths and 6 moorings to accommodate large carrier vessels (an expansion is planned to increase length to 4,130 m and moorings to 15); iii) a 675 m long port dedicated to livestock export in Damerjog in the southeastern periphery of the capital towards the border to Somalia, to accommodate up to 5 livestock ships and a 5-ha transit area for animals; this port will ultimately enable the transport of 2 million animals per year to markets in the Arabian Peninsula and fish exports to neighboring countries from the growing fishing industry in Djibouti; iv) a mineral-exporting port at the innermost western end of the Gulf of Ghoubet (approximately 120 km west of the capital), which will enable the export of 4.5 million tonnes per year of salt and gypsum from Lake Assal; and v) a port in the city of Tadjourah for the export of potash from Ethiopia⁵, which will include 2 linear quays of about 435 m length with berthing and mooring facilities for two cargo vessels, a roll-on/roll-off terminal about 190 m long and a 30 ha surface equipped with all port infrastructures. The international investment currently arriving in Djibouti for these ports and related road, rail and pipeline projects is in the order of several billions of US dollars.

7. Global significance of marine and coastal biodiversity. As highlighted in a few regional and national studies, Djibouti – despite its relatively small size – harbours regionally and globally important and also under-explored marine habitats/ecosystems that are moreover partly in excellent condition. Marine and coastal biodiversity is primarily associated with two ecosystems, mangroves covering 800 ha, and fringing coral reefs extending over 400 km². Mangroves are composed of *Avicennia marina*, *Rhizophora mucronata*, *Bruguiera gymnorrhiza* and *Ceriops tagal*. The largest mangrove forests are located in Khor Angar and Godoria (Obock district; within the marine and coastal PA Sept Frères). Mangroves on the islands of Musha and Maskali are also relatively dense, if of limited extent, while mangroves near Djibouti capital (incl. Doraleh and Haramous) are sparse and highly degraded. Mangroves have been regressing in recent decades under the pressure of human activities (exploitation for wood and animal fodder) and drought, which reduced the supply of freshwater the mangroves require. Near-pristine coral reefs are found in the Gulf of Djibouti (outer: Gulf of Tadjourah, inner: Gulf of Ghoubet); these are a seasonal feeding ground for the Whale Shark (*Rhincodon typus*). Coastal fringing reefs and pelagic areas extend moreover along the remoter external northern coast towards the border with Ethiopia.

8. Although the inventory of marine biodiversity is still incomplete, several studies have reported more than 889 animal species and 17 plant species in the marine environment. The rich marine biodiversity includes endemic, rare and threatened species such as the Hawksbill Turtle (*Eretmochelys imbricate*, Critically Endangered), sharks, groupers, the Napoleon Wrasse (*Cheilinus undulatus*, Endangered), dolphin species including the Spinner Dolphin (*Stenella longirostris*), and the Dugong (*Dugong dugon*, Vulnerable). The coral reefs off the coast of Djibouti exhibit high levels of biodiversity for both corals and fish. They form a part of a larger transboundary ecosystem of coral reefs and associated marine environments stretching from Sudan to Djibouti which have been identified by IUCN as potentially qualifying for World Heritage site status. These ecosystems provide a source of food and livelihoods for the local population and offer opportunities for future economic development and diversification.

9. A recent survey of the coral reefs of the Djibouti coastline was conducted in September 2014 by teams from CORDIO and Fondation Cousteau as part of the IGAD-IUCN BMP-project. A total of 175 species and 53 coral genera were recorded including several species endemic to the Red Sea and the Gulf of Aden. Key findings of the coral, benthos and fish surveys include the following:

- High coral cover (average 57%), high coral recruitment, the latter being a key indicator of reef health, and high reef resilience indices (very positive findings),

⁵ <http://www.portdedjibouti.com/>

- High diversity and wide distribution of groupers (Serranidae) including endemic species including the Near-Threatened and poorly known Small-scaled Grouper (*Epinephelus polylepis*),
- Records of two rare reef fish species (Acanthuridae): Sohal Surgeonfish (*Acanthurus sohal*) and Black Surgeonfish (*Acanthurus gahhm*), the latter is endemic to the Red Sea and the Gulf of Aden⁶,
- Abundance and widespread distribution of endemic species of the Chaetodontidae (butterflyfish) and Scaridae (parrotfish) families,
- High densities of the Endangered Humphead (Napoleon) Wrasse (*Cheilinus undulatus*), listed on CITES and considered an iconic reef fish on account of its large size,
- No reef shark observation in any of the dives, suggesting heavy fishing pressure on sharks,
- The good health, high resilience and high population densities of some key fish species all give Djibouti's reefs potential for World Heritage nomination, particularly with the striking geological aspects of the Gulf of Tadjourah/Ghoubet.

10. The system of marine protected areas in Djibouti. Protected areas are the principal means of protecting the unique marine and coastal biodiversity of Djibouti while preserving the ecosystem services on which rests the narrow subsistence base of local communities. Two marine PAs were initially established: Musha Island in 1972 (Decree 72-1363/SG/CG) and Maskhali Island added in 1980 as an integral reserve (Decree 80/062/PR/MCTT). In 1985, the Decree 85/103/PR/AG reinforced the conservation approach through prohibiting collection of coral and shells and only allowing line fishing by artisanal fishermen. In 2004, the Law No. 45/AN/04/5th L *Establishing terrestrial and marine protected areas* designated the three MPAs of 1) Musha & Maskhali Islands, 2) Sept-Frères Islands including Ras Syan, Khor Angar and Godoria mangroves, and 3) Haramous Island, and identified forbidden and regulated activities and uses, and the role of local communities. Section 7 of the law refers to decrees⁷ (to be developed) to define exact boundaries and mode of management of protected areas. Until recently, these MPAs existed only on paper and were not actually managed as they had not yet been delineated and there was neither any management staff nor essential equipment. Also the creation of protected areas was made without the participation of concerned parties even if the law required the involvement of local communities in the management of protected areas. Other institutional, legal and financial obstacles had also hampered the operationalization of the management of protected areas.

11. The current system of marine protected areas thus includes 3 officially designated national MPAs to protect 51,880⁸ ha of marine and coastal ecosystems and their biodiversity: the Moucha-Maskali Islands as well as Douda-Haramous, both located immediately across Djibouti capital, and the remoter yet critically important Sept-Frères Islands in northern Djibouti that includes the coastal section of Godoria-Khor Angar-Ras Syan. This latter PA has been proposed for designation as an EBSA by the CBD, and contains migratory species of global importance such as marine turtles, dugong and sharks; the area is a key bottleneck for migratory birds along the Red Sea flyway.

12. In 2015, a previous GEF-UNDP/Government of Djibouti project (GEF # 3713) allowed the submission of the gazettment of a fourth MPA, Arta-Plage, in the Gulf of Tadjoura, as well as the detailed delimitation, mapping, and demarcation of all four MPAs. Management and financial plans were developed and their implementation initiated (further details in the Baseline section from §36).

13. Table 2 (after §61 below) gives a list of the PAs in Djibouti.

14. Fisheries development framework. There are no domestic industrial fisheries in Djibouti and most fishing is for subsistence and local consumption within Djibouti. Fish production is low but the potential of fisheries resources in Djibouti waters is estimated as much as 5,000 tonnes per year. However, fishing pressure in adjacent international waters is considered to be of significance to national fish stocks. The expansion of national fisheries both for domestic consumption and export to international markets is foreseen as part of the strategy of the Government of Djibouti to improve food security, increase employment opportunities and contribute to national growth. The fisheries legislative framework was revised in 2012-2013 through the ACP-Fish II project funded by the EU to frame this development and make it more sustainable. This project identified the shortcomings in the fight against illegal, unreported and unregulated (IUU) fishing in waters under Djiboutian jurisdiction and reviewed the law on fishing and related implementing regulations, to consider the

⁶ Froese, R. and D. Pauly. Editors. 2014. FishBase. Accessible from www.fishbase.org

⁷ These decrees, however, have not yet been formally developed.

⁸ Previously the extent of the existing MPAs was recorded as 27,500 ha, however, an extension was made, see J.M. Roux (2013). Internal project report entitled *Proposition Argumentée Pour 4 Aires Marines Protégées en République de Djibouti*.

rules of international law on fisheries. A National Action Plan to Combat Illegal Fishing (PAN-INN) was developed with FAO's technical assistance as part of the revision of the fisheries development plan. The measures in the plan include: i) the review of the legal framework for fisheries, ii) the development of fishery management plans for large pelagics and large demersals, and iii) the establishment of co-management measures.

15. However, despite the laws in force, large foreign trawlers are reported to frequently fish in the territorial waters of Djibouti⁹. These trawlers allegedly considerably affect the availability of stocks caught, particularly migratory pelagics (mackerel, trevally, tuna, etc.). Indeed, on the way of migration, the Gulf of Tadjourah constitutes a place of passage, for most of these species. Thus, industrial fishing by large trawlers stationed on the migration routes, potentially impacts fish populations and consequently local fisheries.

16. Regional marine conservation. As part of the *Strategic Action Programme for the Red Sea and the Gulf of Aden*, a GEF-UNDP-UNEP-WB regional project was executed from 1999 to 2005 by the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA) in 6 countries including Djibouti. The Project Development Objective was to safeguard the coastal and marine environments of the Red Sea and the Gulf of Aden and ensure sustainable use of its resources. Components and achievements¹⁰ relevant to the GEF-6 project include: i) Strengthening competent authorities to address maritime safety and pollution mitigation challenges; marine contingency planning and port state control; ii) Better understanding of the 'shark fin' trade; iii) Baseline data on key habitats and species, Species Action Plans for turtles and birds, Regional Action Plans for corals and mangroves; iv) Development of a Regional Network of Marine Protected Areas including Ile des Sept Freres MPA¹¹ in Djibouti, and of a Regional Master Plan¹² to serve as a template for national level MPA master plans; v) Development of an Integrated Coastal Zone Management Plan for Djibouti. The here-proposed project can build on several of the project's achievements and start implementing these at national level with greater impact than the regional PERSGA could achieve.

17. Threats to marine biodiversity. Djibouti's MPA system has made some progress over the last years, most notably through the recently completed UNDP/GEF/Government of Djibouti MPA project. However, these achievements risk to become precarious given the magnitude and speed of new developments of port infrastructure in Djibouti, most notably in the Gulfs of Tadjourah and Ghoubet; and the risks associated with the new shipping routes and increased traffic of oil tankers and other ships transporting noxious substances through this vulnerable environment. Because of limited awareness, dialogue and coordination between the actors affecting marine biodiversity including those involved in port development in the context of an increased use of maritime space for commercial transport, and because of limited capacity for surveillance and monitoring within MPAs and the lack of resources dedicated to MPA operational costs, there can be no effective prevention or rapid response to developments and incidents negatively impacting Djibouti's unique marine and coastal ecosystems and resources.

18. The habitat condition and integrity of coastal and marine species communities in the different regions and MPAs clearly reflect the different levels and types of pressures. Threats to marine biodiversity and ecosystem services in Djibouti can be classified within the following categories: (i) Habitat change/destruction, (ii) Pollution, (iii) Over-exploitation, (iv) Climate Change, and (v) Invasive Alien Species. In Djibouti, the main threats links back to the habitat destruction caused by the development of new port infrastructures and related increased maritime traffic, and the emergence of a fishing industry that may well yield unsustainable aspects unless well accompanied.

19. Habitat change/destruction. Port infrastructure development and related increase in maritime traffic in the Gulf of Tadjourah and, to a lesser extent, in the Gulf of Ghoubet is impacting marine biodiversity through habitat destruction for construction, smothering of coral reefs, seagrass beds and other benthic habitats by sediments during dredging operations, coral reef destruction by uncontrolled anchoring of vessels and large ships awaiting access to port, and disturbance of marine habitats and species caused by unregulated and uncontrolled shipping routes. These new large-scale pressures have arisen over the recent years and are expected to increase significantly over the coming years given the ongoing port construction activities.

⁹ This topic was often raised during community consultations during the PPG phase, notably by local fishermen in Obock and Tadjourah.

¹⁰ Wilson et al. 2004, Terminal Evaluation of the GEF Supported Project for the Implementation of the Strategic Action Programme for the Red Sea and Gulf of Aden

¹¹ PERSGA/GEF. 2002. Étude de l'Aire marine protégée des Îles des Sept Frères et de Ras Siyyan à Djibouti.

¹² PERSGA/GEF. 2002. The Red Sea and Gulf of Aden Regional Network of Marine Protected Areas. Regional Master Plan. PERSGA Technical Series No.1. PERSGA, Jeddah.

20. Tourism development and activities are also impacting marine and coastal habitats through encroachment on sea turtle nesting beaches, mangroves, coastal spawning sites and fish nurseries for resort development and construction of recreational facilities on beaches and coastal areas, shoreline modification, coral destruction through disorderly anchoring of recreational boats, and damage inflicted by careless divers and snorkelers to fragile, branched corals. There is evidence of coral reef deterioration in the sites where tourism activities take place. Tourism and boating impacts are still limited in Arta, however Haramous and Moucha Maskali are exposed to important pressures from ship and boat traffic and anchoring, and from tourism and urbanisation-related developments. Corals reefs are also subject to damage from the often-illegal use of fishing nets.

21. *Pollution* in the marine environment includes oil spills, litter and wastewater from urban areas and ships, and ballast waters. Growing maritime traffic and storage of oil products are the main causes of oil pollution off the coast of Djibouti as well as at the Port of Djibouti. This pollution is mainly due to discharges from oil tankers and leakage from hydrocarbon transportation pipelines in the port subsoil which eventually contaminate the sea and the surrounding beaches under the action of the tide¹³. The Djibouti waters are particularly vulnerable to spills from ships due to the intensity of maritime traffic in the Strait of Bab-el-Mandeb. Litter and wastewater negatively impact beaches, mangroves and coral reefs, degrading the water quality for swimming and increasing the pressure in these ecosystems, such as the mangroves located near the city of Djibouti that are notably affected by plastics. Due to the weak enforcement of existing regulations and the lack of waste reception facilities in ports, ships often dispose of their waste off the port area. Prevailing currents bring the waste to the yet largely pristine western areas of the Gulfs of Tadjourah and Ghoubet. Given the ecological sensitivity of the area and the presence of biodiversity of national and global importance, it is critical to meet the standards required by international conventions related to the prevention of maritime accidents, preparation of contingency plans, monitoring and controlling voluntary pollution and other initiatives aiming at preventing/combating maritime accidents.

22. *Overexploitation / unsustainable natural resource exploitation*. Because national fisheries in the country are still limited due to restriction of industrial fishing, the areas in the Gulf of Tadjourah including Arta MPA are still in good condition. Indeed, preliminary observations suggest that fishing pressure on the reefs does not appear to be high and in particular parrotfish and wrasse do not seem to be much exploited. These reefs could therefore represent reefs with intact herbivores, which is a positive finding for the resilience of Djibouti's coral reefs¹⁴. However, fisheries pressure might become an issue with the new governmental policy and related investments aimed at promoting the fishing industry within the Gulf of Tadjourah, for both national and international markets – unless these integrate appropriate sustainability measures.

23. In contrast, pressure from local and especially foreign (Somali, Yemenite) fishermen have led to over-fishing and marine habitat degradation along the more accessible outer coastline (which includes Mousha-Maskhali, Haramous and Sept-Frères). Of particular concern to biodiversity is the targeting of high-value species such as sharks for their fins, and unsustainable level of harvesting of sea cucumbers. Anecdotal evidence from fishers and divers points to a drastic reduction in shark populations. The results of a recent survey conducted in the Gulf of Tadjourah and in the Ghoubet⁷ report that not a single individual shark had been observed in any of the dives, suggesting heavy fishing pressure on these animals. It is likely that Djibouti's shark populations have been decimated by fishers linked to Yemen who are well known for their shark fishing. The law prohibits foreign fishing, yet Yemeni fishermen are constantly fishing illegally along the north and south coasts of Djibouti, and as far as the Ghoubet. By some estimates, illegal foreign fishing accounts for more than half the catches in Djibouti waters¹⁵ and between 500 and 800 tonnes are caught every year in Djibouti and landed abroad, especially in Yemen, both by foreign and national fishermen. This is complicated by the fact that Yemenite fishermen may have local counterparts under whose license they may fish. Local fishermen consistently reported the sightings of large fishing vessels off-shore, anecdotally mostly stationed in international waters, but with a significant impact on fish stocks. During e.g. fish migration, these boats apparently harvest large amounts of fish, and process them on board. Yemeni and some local fishermen are reported to directly deliver their harvest to these vessels.

24. Other reported illegal and unsustainable activities include poaching of sea turtles – endangered worldwide – manta rays, dolphins, dugongs and finfish. Extensive poaching of seabird and sea turtle eggs has been reported¹⁶. The Djibouti law

¹³ Integrated Management Plan of the Coastal Zone, 2005

¹⁴ CORDDIC-Cousteau Survey 2014

¹⁵ FAO, 2010

¹⁶ BMP project document

bans spearfishing but it appears to be disregarded by divers. The 2014 CORDIO-Cousteau survey found evidence of spearfishing on reefs at Arta Plage, which is used for recreation by the foreign military.

25. In the absence of affordable energy sources, mangroves are exploited as firewood by communities living near the coast. This pressure on mangroves has increased over the years of drought that have led to a growing influx of nomads in the coastal area, due to the use of mangroves as fuel and as a source of fodder for camels. The site experiencing the greatest pressure is Ras Siyan, but degradation is also observed in Mousha, Maskhali, Khor Angar and Godoria.

26. *Climate Change*. According to projected climate scenarios¹⁷, annual average temperatures would rise by 0.6 to 2.4 °C and average annual rainfall in Djibouti would vary within a range of -10.9% and +17.1%. Studies conducted in the framework of the preparation of the PANA (2006) demonstrated that future warming of the sea surface would increase the stress on coral reefs and increase the frequency of marine diseases. As a result of rising sea level, many coastal areas would experience increased flooding and erosion, loss of wetlands and mangroves. The impacts of climate change on Djibouti coral are already visible as evidenced by the rate of coral bleaching estimated between 20 and 30%. The temperature rise may cause an imbalance of sea turtle population sex ratio (as sex is determined by egg incubation temperature) and a reduction of the period favorable to successful nesting.

27. *Invasive Alien Species*. Marine IAS are a growing problem in Africa's coastal waters, estuaries and lagoons and are mostly related to sea vessels and aquaculture. However, the issue of invasive species in the marine environment of Djibouti is not well documented. A red algae *Hypnea musciformis* now occurs in coastland, estuaries and marine habitats throughout the world including Djibouti¹⁸, where it attaches to coral, stones or shells on sheltered tropical reef flats. Due to the weak enforcement of existing regulations, ships often dispose of ballast water off the port area, which can result in the introduction of invasive alien species that will have adverse impacts on marine biodiversity. In some coastal areas, the spread of the invasive *Prosopis* has been reported to threaten mangroves.

2.2 Barriers that need to be addressed

Barriers to mainstream biodiversity and protected areas into the regulations, planning and practices of key maritime sectors

28. *Inadequate institutional framework*. There is no agency with the technical capacity and trained staff to take the leadership for planning and managing the MPAs of the country as a unified network and to effectively engage other sectors that may either harm or benefit from marine biodiversity. The absence of such an institution with clearly defined powers, duties and responsibilities combined to inadequate institutional capacity and lack of clarity in the attributions of competences as regards protected areas and related environmental matters could compromise the promotion of the MPA program within the government's agenda and hence the institutional and financial sustainability of the MPA system.

29. *Insufficient coordination between government agencies concerned by marine biodiversity and ecosystem services*. A National Capacity Self-Assessment conducted in 2008¹⁹ identified the lack of coordination and overlapping mandates between Government entities as key challenges to environmental governance. The NCSA recommended the creation of a Coordination Office accompanied by capacity development and the provision of tools and resources necessary to ensure an adequate functioning of government agencies. This specific recommendation will be addressed under Component 1 of the project. An important issue is that marine protection and management goes well beyond managing MPAs, and to address the various threats that may be posed to the marine system will require a strong leadership and political convening role. Coordinating fisheries, maritime, transport, military and other interests both of public and private sector – while guaranteeing environmental sustainability – requires technical knowhow but more importantly political weight.

30. *Insufficient integration of marine biodiversity concerns into relevant sector development strategies and plans (maritime transportation, ports, tourism, fisheries)*. The major political and national economic orientations mention the environment in general and biodiversity protection. These issues are also an integral part of sector plans (water, fisheries,

¹⁷ PANA 2006

¹⁸ UNEP 2006. AFRICA ENVIRONMENT OUTLOOK 2

¹⁹ National Capacity Self-Assessment. 2008. Plan d'Action National pour le Développement des Capacités en matière de Gestion Durable de l'Environnement en République de Djibouti. Accessible from : http://www.thegef.org/ncsf/sites/thegef.org/files/documents/document/Djibouti_final_report.pdf

tourism, transport, etc.). However integration is not really effective. Indeed, the various sectors focus primarily on their core mission without effective strategic trade-off discussions taking place.

31. *Limited capacity to coordinate participatory planning involving public and private actors concerned with the marine environment and its resources.* Institutionally, the management of the environment is marked by the predominance of the MHUPE. The scheme planned for the sectoral and cross-sectoral integration had provided for a decision on two levels, the first involving the MHUPE, technical services, NGOs and the private sector, the second associating the relevant ministries to the MHUPE within a National Commission for Sustainable Development. However, the National Commission for Sustainable Development has since its creation been rather inactive, and weak coordination between different ministries and the low involvement of the private sector and civil society, are now major obstacles to the implementation of NBSAPs and to advancing other environmental and sustainable development concerns.

Barriers to strengthen and expand the national system of coastal and marine protected areas

32. *Knowledge management barrier.* Over the years, the coral reefs and mangroves of Djibouti have been the object of occasional studies. Such data collection (e.g. reef surveys) has been rather discontinuous, has depended on external financing, and has been conducted largely by international experts. Now these databases are not secure in a permanent structure and are not easily accessible. At the same time, existing databases are hardly valued because potential users are not familiar with their content or how to access them. Furthermore, too often, biodiversity studies are not oriented to meet the needs of management. Fauna and flora inventories result in species lists that are of little use for the design of conservation measures and monitoring their effect. Environmental databases multiply according to the needs of institutions and opportunities offered by projects that finance their establishment. The lack of communication between technicians of these databases and inadequate dissemination of their content may lead to redundancies and a scattering of resources, reducing the efficiency of the knowledge management system as a whole.

33. *Lack of representativity in the MPA system.* While national priorities for the conservation of terrestrial fauna in Djibouti have been clearly established, including through a workshop in 2012 that brought together national and international experts, such an exercise has not yet been conducted for marine biodiversity. Linked to the previous barrier on the state of knowledge, priorities for the conservation of marine biodiversity within a system of MPAs are established as and when new knowledge on the composition, distribution and state of marine and coastal resources and ecosystems are acquired and disseminated. Recent surveys are indicating that the Gulf of Goubet includes pristine coral reefs that show unusually high resilience to extreme conditions. The current MPA coverage does not allow the full protection of critical habitats for the whale shark, endemic marine species and coral reefs, including those in the Goubet.

34. *Inadequate capacities to plan and operationalize the management of marine protected areas and to enforce applicable regulations.* Despite recent progress, the MHUPE continues to have inadequate capacity in terms of equipment and human resources for marine environmental research, management, monitoring and enforcement. The realization of marine biodiversity inventories, and for monitoring and enforcement missions requires qualified personnel, adequate means of transport and specialized equipment, and adequate operational budgets. Additionally, it is realised that MHUPE is a relatively “weak” Ministry to convene “heavy weight” Ministries such as Trade, Transport, Fisheries and Military, thus having relatively limited leverage to mobilize political will for environmental actions.

35. *Absence of sustainable financing mechanisms to support recurrent operational costs for the management of the MPA system.* The environment and especially biodiversity sectors only receive a small share of the state budget, which can only cover a few staff salaries. The Government does not provide adequate operational budgets to manage marine biodiversity and the MPA system. Support to MPAs is reliant on donor funding, however such external funding is often short-lived and not sufficient to assure continuous and long-term interventions. A National Environment Fund has been created but was never operationalised. Underfunding of MPAs and lack of significant revenue collection that could contribute to the management at system and site levels are key barriers.

2.3 Baseline scenario / baseline projects

36. The following recent and ongoing projects will have been completed by the time the GEF-6 project will start – the new project will build on these:

37. *GEF-UNDP / Government of Djibouti Medium-Sized Project "Establishing Effectively Managed Marine Protected Areas" (GEF-4, GEF ID # 3713, GEF budget: \$980,000, 2010-2015)*. This project started operationalising the marine protected area system in the country, starting with a focus on the already-designated MPAs of 1) Mousha-Maskhali and 2) Haramous located immediately across Djibouti capital, and 3) the remoter yet critically important Sept-Frères CMPA in northern Djibouti. In addition, the project identified a fourth area to the west of the capital near Arta in the Gulf of Tadjourah as a highly valuable site for whale sharks and coral reefs that was added to the scope of the project. The years 2013-2014 saw the completion of the detailed delimitation and mapping of the 3 original MPAs and Arta Plage MPA; legal gazettelement was achieved for the former 3 but not yet for Arta Plage MPA. Supported by a team of international advisors, the project through the employment of 3 national managers and 15 local ecoguards as well as the provision of means of transportation (3 boats and a vehicle) increased presence on the ground in the 4 MPAs. On-the-ground demarcation was undertaken and management plans were developed in all 4 MPAs. While the work in Sept-Frères involved highly marginalised coastal communities and local and itinerant fishermen, work on the other sites was more focused on the associated socio-economic pressures and opportunities linked to tourism. Trainings on coral reefs and moorings and on beaconing by the Coast Guard contributed to capacity development for MPA staff, and to the installation of 2 beacons in Mousha Maskhali MPA. However, the status of MPA staff does not entitle them to take enforcement action in line with existing regulations and to effectively protect biodiversity in MPAs. Due to the project's increased presence and awareness activities, local communities showed an increased interest as shown by their active participation in surveillance and monitoring activities and in local MPA management committees, and adoption of voluntary environmental protection measures. A forum gathering local fishers and addressing fisheries, mangrove conservation and environmental issues led to the adoption of a code of conduct and of a local management plan to reduce the impact related to oil change and containers. A law to allow the Environment Directorate to regulate marine resources, environmental protection and tourism has also been drafted. A partnership framework agreement was signed between CERD, the University of Djibouti, the Fisheries Directorate, the Tourism Board, and the Directorate of Maritime Affairs to promote collaboration between ongoing national programmes. The emerging fisheries sector and selected local fishermen have started applying sustainable fishing practices. Altogether, this first MPA project faced many challenges, but a basis was created upon which the new project can build. The commitment to eventually emplace an MPA/PA unit at MHUPE / DEDD and take over the MPA project staff is a direct outcome of this GEF-4 project that the new project can capitalise upon.

38. *GEF-LDCF-UNEP FSP "Implementing NAPA Priority Interventions to Build Resilience in the most vulnerable Coastal Zones in Djibouti"* (Project cost: \$4,475,000, 2010-2014). This project was implemented by the Government of Djibouti in two highly marginalized and poverty-stricken regions, Obock-Khor Anghar and Atar-Damerjog. Its objective was to address the impacts of climate change on coastal ecosystems and communities by implementing a set of urgent measures to strengthen prediction capacity, while helping local populations to adapt through the adoption of more sustainable production methods (water management, agriculture, fisheries, and tourism). Results that will be useful for the GEF-6 project include the development of a research protocol for the management for *Prosopis*, a feasibility study on the potential for alternative energy at community level, and the establishment of a pilot mangrove nursery and mangrove cleaning over 100 ha in Khor Angar.

Project baseline: foreseen investments during the 5-year project implementation period.

39. Management of Marine Protected Areas: The budget allocated to the management of protected areas by the MHUPE continues to be very limited. It includes salaries of executives of DEDD (3 people), technical staff (3 people), in addition to staff assigned to the actual MPAs (3 site managers and c. 10 eco guards). Based on the current operating budget of the Directorate, including the management of marine protected areas in Sept Frères, Haramous, Mousha-Maskhali and Arta, total government investment in the management of MPAs is estimated at approximately \$3.12 million over the project duration of 5 years.

40. The *PRMSRVCP / Millennium Village Project* of the MAWFLR / Islamic Development Bank in the village of Khor-Angar in Sept Freres MPA, which will invest in multi-sectoral development of this coastal herders community, including on water, education, health, agriculture, livestock and rangelands management, but also start developing cooperatives and artisanal fisheries (including spending \$1.5 million of the overall project budget of \$7 million on building a small fishing port, providing fishing boats) and stem illegal immigration and contraband.

41. The objective of the *Rural Community Development and Water Mobilization (PRODERMO) Project* for Djibouti funded by the World Bank (January 2012- March 2017, total cost: \$6.13 million) is to increase access of rural communities to water

and enhance their capacity to manage water and agro-pastoral resources in the project areas using a participatory approach to community-based development. As part of priority community investment subprojects, the project is supporting (sustainable) artisanal fisheries, including the deployment of mooring buoys, in the Khor Angar-Obock and Sagallou-Tadjourah-Obock areas, which overlap part of the here-proposed GEF-6 project intervention sites, i.e. the Sept-Frères CMPA and future new MPAs in Sagallou and Sables Blancs/Ras Ali.

42. Government of Djibouti / Departement of Fisheries / IFAD - Programme to support the reduction of vulnerability in coastal fisheries (PRAREV). This \$13.3 million Programme is funded through a grant from the ASAP programme (\$6 million) an IFAD loan (\$4.1 million) and other contributions, and implemented by IFAD from 2015 to 2021: the overall objective is to support people in rural coastal areas affected by climate change to improve their resilience and reduce their vulnerability to these changes and promote co-management of marine resources. The project includes assessment of fish resources and maximum sustainable yield (MSY); long-term monitoring of coastal ecosystems (physical, chemical and biological parameters; monitoring CC impact on marine coastal fauna and flora species and establishment of database; various trainings for CERD, DEDD and Fisheries Directorate on fish stock assessments and marine biology inventories; restoration of 200 ha of mangroves; preservation of 100 km² of coral reefs by the installation of 100 mooring buoys; update of the Fisheries Master Plan; pilot micro-projects on sustainable small-scale fishing, mariculture and fish processing, and sharing of experiences.

43. IGAD/IUCN/EU - Biodiversity Management Programme (BMP) also called The Lower Awash-Lake Abhe Land and Seascape Project. The overall objective of the EU funded EUR 1.8 million IGAD project is to contribute to poverty reduction by improving the social and economic wellbeing of the populations in the IGAD region through better regional integration in the environmental sector. The Specific Objective is the conservation and sustainable management of the ecosystems in the IGAD region, in order to contribute to lasting ecosystem goods and services. A component of the BMP project focuses on Lower-Awash and Lake Abhe transboundary ecosystems and the Gulf of Tadjourah and Ghoubet-el-Kharab seascape: "The Lower Awash-Lake Abhe Land and Seascape – Enhancing biodiversity conservation in transboundary ecosystems and seascapes (Djibouti and Ethiopia)". This project is implemented from November 2013 to November 2017 through a partnership between IGAD, IUCN, CORDIO and a national NGO, Nature Djibouti. This includes assessment of the biodiversity and health of Djibouti's coastal coral reef systems (marine biodiversity and habitat mapping survey); GIS-based mapping of the benthic habitat over Djibouti's coastal environment; seascape management plan for the Gulf of Tadjourah and Ghoubet-el-Kharab; co-management structures and management approaches for pilot community-based conservation areas; community-based nature based enterprises identified and designed; capacity building programme for biodiversity conservation through management of PAs and key ecosystems, and key elements implemented and integrated into appropriate institutional structures; recommendations for a strategy for sustainable financing of biodiversity conservation in land/seascapes developed and endorsed by high-level decision-makers.

44. GEF-WB-PERSGA - Red Sea and Gulf of Aden Strategic Ecosystem Management. This \$18.89 million regional project executed by PERSGA is implemented from 2013 to 2018 in 5 countries in the region, including a priori Djibouti. The Project Development Objective is to improve the management of marine resources in the Red Sea and Gulf of Aden in selected MPAs building on resource protection, incentive systems for communities and the harmonization of the knowledge base of marine resources between PERSGA member countries. A few activities involve Djibouti and are relevant to the new GEF-6 project: regional meetings and trainings to build institutional and individual capacity for research and effective biophysical, environmental, social and economic monitoring and establishment of related databases. However, it appears that no on-the-ground activities are envisaged in Djibouti.

45. Under the baseline scenario without the GEF-6 project intervention, management plans will have been developed for a national MPA system covering 51,880 ha of coastal and marine habitats, but their implementation is not effective due to lack of adequately trained staff, lack of a clear mandate for the institution dedicated to the management of MPAs at system and site levels, and the lack of sustainable funding to support recurrent operational costs. This coverage does not allow the full protection of critical habitats for the whale shark, endemic marine species and coral reefs, including those in the Ghoubet that show unusually high resilience to extreme conditions. Human resources responsible for the Environment develop their capacities through national and regional workshops and occasional targeted training, but these capacities are insufficient to enable them to fulfill effectively and autonomously the functions of planning, management, monitoring, surveillance and evaluation of the MPA system. Ecoguards are in place but their mandate and capacities are inadequate to inform resource users about existing regulations and enforce them. More importantly, these capacities are not capitalized within a fully capacitated institutional structure in charge of the management of MPAs. Marine biodiversity, benthic habitat

and condition of coral reefs are assessed and mapped and serve as a basis for the development of a management plan for the Gulf of Tadjourah and Ghoubet seascape but this management plan does not include measures to address MPA-specific threats/ pressures and does not include incentive for local communities to contribute to conservation efforts. Port development and operations, and navigation routes are planned and implemented without taking into account the vulnerability of the biodiversity-rich and critical marine and coastal habitats and continue impacting them through polluting with spills and ballast waters, smothering with dredging sediments, and reef destruction through inappropriate anchoring. As a result, there is no effective fight against destructive or illegal activities or adaptation of unsustainable use patterns. Marine biodiversity resources remain vulnerable to the multiple pressures on them, and especially facing the vast and rapid port development, and increased maritime traffic and all associated risks, which jeopardize the gains of all previous conservation efforts.

2.4 Relevance to national development priorities, global environmental issues, and the SDGs

46. The project will contribute to the implementation of key relevant strategies and plans:

47. Djibouti's National Biodiversity Strategy and Action Plan (NBSAP; and the Monographie Nationale pour la Diversité Biologique). The here-proposed project will contribute to implement several objectives and strategic axes of the updated biodiversity strategy (under development) such as maintaining potential, greening the formal and informal economy, ensuring compliance with rules, providing for sustainability through a minimum level of funding, changing mentalities by informing and educating the various direct and indirect stakeholders impacting biodiversity, training the various stakeholders on biodiversity issues, and promoting inter-sectoral operation and implementing specific assessment mechanisms for each situation.

48. The interventions planned in the here-proposed project are in line with the main lines of the National Action Plan for the Environment (PANE) which include promoting the conservation of biological diversity by establishing protected areas, rehabilitating degraded ecosystems and the implementation of local community awareness programs on best practices for natural resource conservation.

49. National Action Plan for the Development of Sustainable Management Capacities for the Environment in the Republic of Djibouti. The here-proposed project will contribute to implement the National Action Plan for the Development of Environmental Capacity elaborated on the basis of a national self-assessment. Component 1 (mainstreaming and capacity development) will contribute to strengthening legal capacity for regulation and law enforcement (axis 1), improving the structures in charge of the environment (axis 2), and improving coordination and synergy between the different actors in the management of the environment (axis 3); and component 3 (establishment of a sustainable funding mechanism) will contribute to mobilizing financial resources for the implementation of conventions (axis 4).

50. Master Plan 2009 - 2018 of the Ministry of Agriculture, Livestock and the Sea in charge of Water Resources (2009). By strengthening the effectiveness of the management of MPAs, the here-proposed project contributes to the implementation of this master plan which aims to improve food security through sustainable development of the primary sector. In the fisheries sector, the main expected results include increased fish production to reduce food dependency, to which the project will contribute by protecting critical spawning and fish nurseries habitats. The fisheries management plan across the MPA system, including zoning, access rules, strict conservation of critical spawning and nursery habitats and sustainable management in areas open to fishing and mariculture, and implementation of a fisheries monitoring system, is in line with the Master Plan for Fisheries which provides for collecting fishing effort and catch statistics, the establishment of a fisheries surveillance system and the development of fishing following a co-management approach.

51. Vision Djibouti 2035 and Strategy for Accelerated Growth and Promotion of Employment (SCAPE) 2015-2019. Vision Djibouti 2035 was adopted by the Council of Ministers in 2014, and SCAPE is its first strategic articulation. While the main thrust of the development strategy is towards infrastructure development to turn the country into a regional logistics hub, with little notion of overall sustainability, the Government also identifies the growth of the underexploited sectors of tourism and fishing as key opportunities and identifies actions to which the here-proposed project will contribute directly. Environmental concerns (challenges associated with biodiversity loss, climate change and impacts of large infrastructure projects) are included, in a secondary section. Specifically, for the tourism sector, the project will contribute to the preservation and better valuation of priority areas identified for the development of tourism (especially in MPAs of Arta Plage and Sept Freres/Godoria. In the fisheries sector, the project will contribute, within MPAs, to fight illegal fishing and

establish an effective monitoring of the status of fisheries resources. The GEF-6 project will also contribute to intended results within the environmental axis including establishing a framework for territorial planning (for the marine environment), intensification of biodiversity protection, and institutional capacity building for the environment sector. The GEF-6 project will help strengthen the institutional capacity of MHUE as provided for by the SCAPE including the establishment of environmental observatories (with links to monitoring of sustainable development indicators) and operationalization of a monitoring and environmental assessment system, strengthening capacities of its executives, and the development of awareness activities in the population. Finally, the project will contribute directly to three indicators for the monitoring of the strategy: i) surface area of rehabilitated ecosystem, ii) number of anchorage areas established in MPAs, iii) production of fisheries products.

52. Through strengthening the national network of MPAs, including protection of the Gulf of Goubet and protection of vulnerable / endangered coastal and marine species, especially sharks, sea turtles, whale sharks, dugongs, dolphins and birds, the project contributes to the implementation of the Integrated Coastal Zone Management Plan developed in 2005 as part of the regional Strategic Action Programme for the Red Sea and the Gulf of Aden.

53. Contribution to achieving the Aichi Targets: The entire project is contributing to the Target 11 through expanding the MPA system to protect critical habitats for globally significant marine biodiversity and enhancing the effectiveness of the management of existing and new MPAs and integrating marine biodiversity priorities into seascape and sector management plans, thus contributing to increase the coverage of effectively protected marine habitats integrated into the wider seascape. This will be indicated by the number of new MPAs legally added to the MPA estate and expansion of total coverage of the MPA estate from 51,880 ha to 83,555 ha of seascape and by the results from applying METT for existing and new MPAs. The integration and monitoring of marine and coastal biodiversity conservation priorities into seascape and sector management plans through consultations with public and private stakeholders and the participatory delineation and zoning of MPAs and development of MPA management plans with relevant stakeholders, namely local communities, will contribute to increase public and private stakeholders, including local communities' awareness of the values, vulnerability, and conservation priorities of marine and coastal biodiversity and the steps they can take to conserve and use it sustainably (Target 1). This will be measured through the increased perception of the benefits provided by MPAs including use and non-use values, vulnerability, and conservation priorities of marine and coastal biodiversity among stakeholders, including local communities and Scores of the Capacity Development Scorecard for PA Systems. The project is supporting the integration and monitoring of marine and coastal biodiversity conservation priorities into seascape and sector management and monitoring plans, in line with Aichi's Target 2. The related indicators will be developed during PPG. Expanding the MPA system to protect critical habitats for globally significant marine biodiversity and enhancing the effectiveness of the management of existing including through strengthening enforcement of existing regulations and new MPAs will contribute to reduce the rate of loss of natural habitats (Target 5) and to improve the conservation status of threatened species (Target 12) such as the Hawksbill Turtle (CR) and the Napoleon Wrasse (EN). The contribution to these two targets will be indicated by the indicators of outcome 2.2, i.e. good status maintenance or positive trends in marine and coastal indicator species including population density and size of napoleon wrasse and sea turtle nesting tracks and successful nesting attempts, coral reef health status in MPAs as measured by: proportion of benthic habitat covered by live coral assemblages, versus bleached corals, algae and non-living substrate (transects); # of coral recruits per m²; grazer fish diversity and abundance. Through the participatory development and implementation of fisheries management plans across the MPA network for regulating, monitoring and controlling fishing efforts and production, increasing enforcement against illicit exploitation, and protecting fish critical habitats within MPAs, the project will contribute to ensure that fisheries exploitations are within safe ecological limits (Target 4), have no significant adverse impacts on threatened species and coral reefs, and are sustainably managed (Target 6) and will improve the sustainability of fisheries that support local livelihoods (Target 14). The contribution to this target will be measured through long-term monitoring systems for key elements of marine biodiversity and fisheries, established with the project's support, which specific indicators will be developed in the PPG. The integration of marine and coastal biodiversity conservation priorities into seascape and sector management plans and the monitoring of impacts related to port developments and operations and maritime traffic will contribute to reduce pollution impacts (Target 8). This will be indicated by the indicators of outcome 2.2 and through the monitoring of the compliance of users of the marine environment and resources with environmental regulations. By increasing the awareness and capacities of relevant stakeholders to enforce existing regulations related to maritime navigation, the project will contribute to reduce the risk of introducing invasive alien species (Target 9) through ballast waters, which will be indicated by the long-term monitoring system of the key elements of marine biodiversity. Expanding the MPA system to protect coral reefs and other marine habitats and enhancing the effectiveness of the management of

existing and new MPAs will contribute to minimize anthropogenic pressures on those habitats and maintain their integrity and functioning (Target 10) which will be indicated by the indicators of outcome 2.2. The project will contribute to improve the knowledge on marine and coastal biodiversity status and trends (Target 19) by establishing a system to monitor the key elements of marine biodiversity in the long-term, and a monitoring of the fisheries conducted within MPAs. This will be indicated by the indicators of outcome 2.2. The project will finally help mobilize financial resources to contribute to reduce the funding gap for the management of the MPA system in the long-term (Target 20) which will be indicated by applying the Financial Sustainability Scorecard for PA Systems.

54. Lastly, the project will contribute to achieving several SDGs, most notably

- *Goal 1 – Ending poverty*: through rural development opportunities provided by community-engagement and livelihood improvement interventions at several MPAs and adjacent areas e.g. through community-management, learning, income generating activities from eco-tourism, possibly sustainable reef fish collection, mariculture food-for-work opportunities a.o.
- *Goal 2 – Food security*
- *Goal 8 – Decent work and economic growth*.
- *Goals 12 – Sustainable Consumption and Production* patterns will address both, reducing demand for unsustainable fishing, pollution and other threats posed in the maritime areas of Djibouti and the port.
- *Goal 14 – Life below Water*: Numerous efforts are made through the project to improve marine ecosystem and biodiversity management through the improvement of management effectiveness of existing MPAs as well as the expansion of the MPA network and area.
- *Goal 16 – Peaceful and inclusive development*: is especially embedded into project through brokering a multi-stakeholder interface, including local communities, government and private sector, national and international.

III. STRATEGY

3.1 Long-term Solution and Theory of Change

55. The desired **long-term solution/impact** is to further strengthen and expand a functional system of marine/ coastal protected areas in Djibouti, supervised by an institution dedicated to its management, supported with adequate political backing and financial resources, with management and financing plans effectively implemented at the system and site levels, and whose long-term sustainability is ensured by the prevention, mitigation or compensation of the impacts most notably of the massively growing coastal development and maritime sectors; in this context, the expansion of tourism and fisheries activities represent a threat for marine and coastal biodiversity, yet also offer opportunities for shared interests and co-management if sustainability measures can be introduced.

56. Working towards this long-term solution, the immediate Objective of the project is to *“Enhance the resilience of Djibouti’s marine biodiversity through increasing institutional capacity, enhancing financial sustainability and management effectiveness of the MPA system, and mainstreaming marine biodiversity into key maritime sectors”*.

57. The Project Objective will be achieved through implementation of four project components that address the key barriers identified for effective MPA and marine ecosystem services management. **Component 1 Strengthening the effectiveness of Djibouti’s MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors** will establish a unit dedicated to the management of MPAs within the MHUPE/ Directorate for Environment and Sustainable Development (DEDD)²⁰. The dedicated unit will be empowered to convene multi-stakeholder processes, develop policies and laws and support their enforcement, as well as to draw on best accessible scientific and technical knowledge for decision-making. A well trained and capacitated cadre of professionals will be employed by the unit, who will lead dynamic and effective interventions. An M&E system of the key elements of marine biodiversity will be established and used for planning and decision-making. Capacities amongst the multitude of stakeholders will be enriched to effectively address Djibouti’s marine biodiversity and sustainable marine resource management concerns, including amongst private sector investors and businesses. **Component 2 Expanding the national MPA network and strengthening MPA management at site level** will further expand and formalize the already existing MPA system in Djibouti. Ongoing support for effective management of already established MPAs will be provided, while several new sites will be added such as the Gulf of Ghoubet and the marine/ coastal stretch of Sagallou/Kalaf to the adjacent already-existing Arta Plage MPA to form one large management unit, as well as the formal establishment of the Sable Blanc/ Ras Ali MPA. Several site-specific pilot projects will be established to mobilize important conservation gains. **Component 3 Sustainable financing mechanism for marine biodiversity and the national protected areas system** will support the establishment of a new/innovative funding mechanism, coordinated with other such initiatives, to provide relevant resources for MPA management and sustainable local management of marine resources. **Component 4 Gender Mainstreaming, Knowledge Management, and M&E** will allow that lessons learned from the project via active participation of all stakeholder groups in the project implementation and M&E are made available nationally and internationally to facilitate improved MPA and marine ecosystem management; the increased focus on gender mainstreaming under GEF-6 has thus been elevated to component level.

58. Working towards the long-term solution, the design of the project with its objective components and expected outcomes and outputs is based on the following Theory of Change (Table 1).

Table 1. Project Theory of Change

Outputs	Outcomes	Impacts and GEBs	Assumptions
Component 1. Strengthening the effectiveness of Djibouti’s MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors			

²⁰ The previous Directorate for Spatial Planning and Environment (DATE) has been renamed into Directorate for Environment and Sustainable Development (Direction de l’Environnement et du Développement Durable, DEDD) in 2016.

<p>A dedicated and fully staffed MPA unit will be established at the DEDD in the MHUPE, including through a decentralised presence (i.e. through ecoguards). Relevant capacity support will be provided through the project, including on surveillance and enforcement procedures and methods for the monitoring of marine environment and biodiversity (Outputs 1.2. – 1.4; partially Output 1.1.).</p>	<p>A unit dedicated to the management of MPAs is institutionalized within the restructured MHUPE, has adequate capacities for planning, coordinating, managing, monitoring and evaluating the system of MPAs in collaboration with relevant stakeholders. The Unit is supported in its mission by capacitated collaborators in line with their responsibilities, especially regarding law enforcement.</p>	<p>Through strengthening systemic, institutional and individual capacities at MHUPE and amongst other relevant partners, MPA management effectiveness will be strengthened greatly (objective outcome). Impacts through increased development activities in Djibouti's maritime space will be minimized, and marine biodiversity and living resources will be protected from negative impacts (GEB).</p>	<p>DEDD is a suitable institution to host the MPA Unit. Government will make necessary provisions to establish the MPA Unit (formal integration into DEDD, staff and financial resource allocations).</p>
<p>It is a major role of the MPA Unit to facilitate multi-sector engagement and capacity support to all relevant actors. Relevant institutional collaborations will be established and institutional mandates with regards to MPA management and responsibilities will be reviewed and agreed. A targeted capacity development plan for management of the MPA system and surrounding seascapes will be designed and executed with all concerned parties. Collaborations for delivering integrated planning, and management as well as a long-term monitoring system of marine biodiversity are established. A special focus will be placed on generating the necessary high level political support to effective MPA management, as well as sustainable management of Djibouti's marine areas per se (Outputs 1.1. and 1.5).</p>	<p>Strengthened MPA management effectiveness allows engagement with a wide range of stakeholders, including those economic sectors having adverse impacts on marine and coastal biodiversity related to port developments and operations, including maritime traffic, as well as fisheries.</p>	<p>The MPA Unit receives higher-level political support. The MPA Unit can effectively facilitate multi-sector and multi-stakeholder collaborations.</p>	
<p>Component 2. Expanding the national MPA network and strengthening MPA management at site level</p>			
<p><i>MPA expansion:</i> Additional and formally recognised MPA areas will be established through the project at Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ras Ali including the gazetting of the expansion area, the definition of conservation objectives, and relevant formalisation of legal documents, all conducted with relevant stakeholders especially the local communities (Outputs 2.1. and 2.2.).</p>	<p>Djibouti's MPA system expanded to add the Gulf of Ghoubet and the marine/ coastal stretch of Sagallou/Kalaf to the adjacent already-existing Arta Plage MPA to form one large management unit, as well as the formal establishment of the Sable Blanc/ Ras Ali MPA.</p>	<p>Improved management effectiveness of existing and newly established MPAs in Djibouti, contribute to the conservation of globally relevant marine biodiversity and habitats, and contribute to increasing the global area of seascapes under improved management (GEB).</p>	<p>MPA establishment will bear visible results and benefits to partners.</p>
<p><i>New MPAs:</i> Apply relevant MPA management tools (5-year management and financing plan, annual work plans and budgets) in participatory manner and equip new MPA with needed infrastructure and equipment (complementing investments already in place in the existing MPAs) (Outputs 2.3. and 2.4).</p>	<p>Increased management effectiveness for Djibouti's MPAs provides greater protection to globally significant habitats and species habitats over approx. 83,555 ha including 51,880 ha of existing and 31,675 ha of newly protected seascape.</p>		<p>Government will provide relevant long-term support to MPA management, including through adequate staffing and financial resources.</p>

<p><i>In relation to all the MPAs in Djibouti including the expanded MPA areas:</i> Recruitment (as required) and train PA management staff and guards, for community engagement, surveillance and environmental / biodiversity monitoring, a.o. and support implementation of new and existing management plans (Outputs 2.5 and 2.6).</p>	<p><i>[newly protected areas: Ghoubet to Sagallou/Kolof, Soble Blanc/Ras Ali; in addition to final designation and expansion of Arta MPA to the north]</i></p>		
<p>Identify and implement biodiversity-friendly sustainable livelihood options for the benefit of relevant communities in support of collaborative MPA management (Output 2.7), to create incentives for sustainable management and protection of marine resources and MPAs.</p>	<p>Direct and indirect benefits to local communities and stakeholders create tangible incentives to support marine biodiversity conservation objectives, most notably through the development of sustainable and MPA-compatible artisanal fisheries and tourism.</p>	<p>Giving more benefits from MPAs and marine resources to local communities will enhance their commitment to sustainable management and conservation, and increase MPA effectiveness (GEB).</p>	<p>Benefits from MPA management and sustainable marine resource management provide incentives. Benefits are seen as being received directly and shared fairly among rural communities.</p>
<p>Component 3: Sustainable financing mechanism for marine biodiversity and the national protected areas system</p>			
<p>The project will lead a comprehensive assessment of the policy and institutional context relevant to (marine) PA financing, determine the financial needs for the PA system, and develop and begin the implementation of a PA financing strategy that will look at new revenue sources, opportunities to capture existing revenues, and opportunities for budgetary realignments. The project will intend to eventually activate the National Environment Fund, or seek and deploy an alternative mechanism to capture and distribute sustainable financing to Djibouti's (marine) PA system (Outputs 3.1 to 3.4)</p>	<p>National Environment Fund (or an alternative mechanism/ structure) is set up, captures income from national sources and is ready to disburse regular financing towards the national MPA system, helping to reduce the financing gap.</p>	<p>Increased revenue for (marine) PAs will help meet the total expenditures for their management, contributing to the more effective management of marine biodiversity and resources in Djibouti (Objective, Outcome and GEB).</p>	<p>Resources are being effectively mobilized from at least one new source, professionally and transparently managed, and invested into (marine) PA management and marine conservation.</p>
<p>Component 4: Gender mainstreaming, Knowledge Management and M&E</p>			
<p>Gender will be systematically mainstreamed into the project strategy and implementation tracked (Outputs 4.1 and 4.3.). The project will hire a Gender and Community Engagement Expert. The project will engage external parties to mobilise best practice lessons, as well as systemize lessons learned from the implementation by encouraging national and international stakeholders to participate in the project M&E and KM (Outputs 4.2 and 4.3).</p>	<p>Gender mainstreaming will strengthen project strategies and implementation. Participatory approach in M&E and strong lesson learning system will allow effective Adaptive Management of law enforcement and community based conservation. Successful techniques will be implemented at national and international level by other projects leading to increase of law enforcement and MPA effectiveness (Objective Outcomes).</p>	<p>Thus, effect of the project will be strengthened and multiplied leading to an improvement of MPA management effectiveness (Mid-Term Impact) and a stabilization of marine biodiversity and resources (long-Term Impact)</p>	<p>Gender mainstreaming will be appreciated as an important success factor for MPA management in Djibouti. Other stakeholders have interest to learn from lessons and successful practices developed by the project.</p>

59. The above Theory of Change is fully embedded in the new 2018-2020 UNDP Djibouti Country Programme and its Priority B on *Environmental sustainability and climate resilience*, including its Output 2.2 *Enhanced national and sub-national capacities for integrated water resources management, land conservation and ecosystem protection*

60. With regard to the need to innovate, Djibouti is still at a basic level of awareness and institutional readiness regarding environmental and sustainable development concerns. Basic on-site interventions requiring little innovation are therefore fully appropriate. At national level, the works stream on mainstreaming and marine spatial planning are key innovations that the government can absorb; the establishment of new PA financing mechanisms (fees, green taxes, compensation payments, polluter-pays and user-pays principles) and the operationalisation would be further innovative achievements that have been long awaited.

3.2 Project areas

61. While many interventions of the project are of national scale and will hence target Djibouti’s entire maritime space, and also benefit the national PA system more widely, the MPA-specific interventions will focus on the three already gazetted MPAs, one MPA whose gazettelement is prepared, and three additional new MPA sites. These are indicated in the satellite imagery map in Figure 1 and listed in the Table 2 below. A more detailed description of each site is included in Annex Q.

Figure 1. Satellite image map of the proposed expanded MPA system, including the three established MPAs at Sopt-Frères, Moucha-Maskali Islands and Douda-Haramous, the already-identified Arta Plage, and the entirely newly proposed areas from Ghoubet to Sagailou/Kalaf and Sable Blanc/Ras Ali. The areas at Arta plage, Ghoubet and Sagailou/Kalaf form one large MPA crossed by navigation routes.

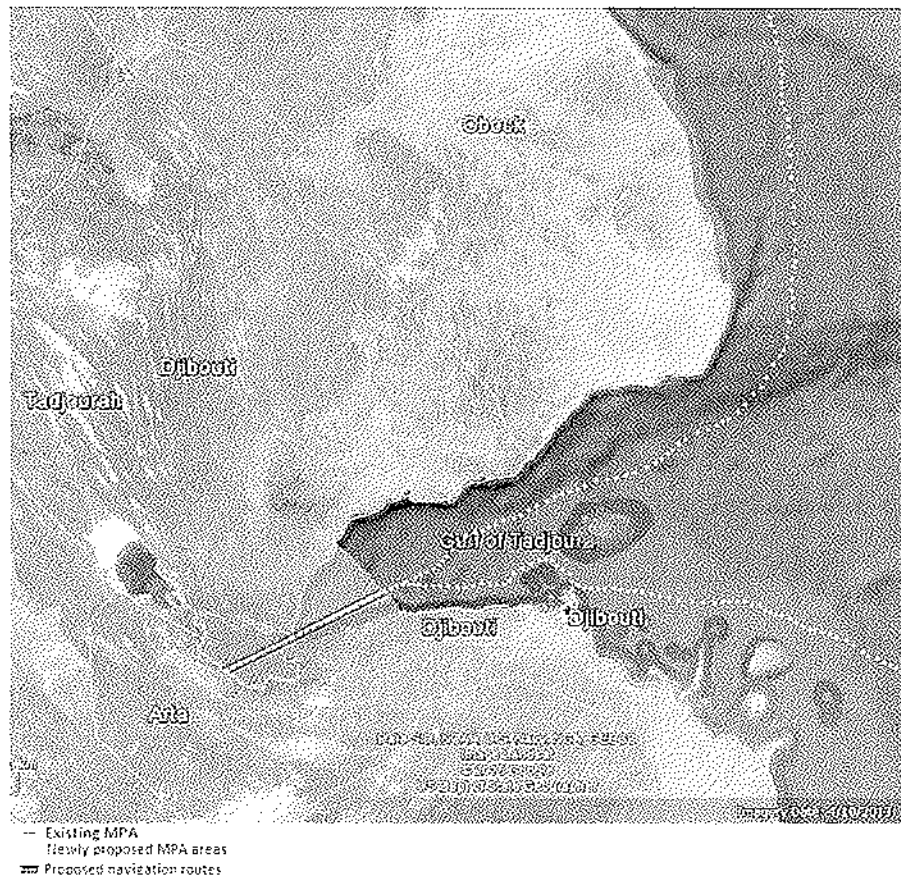


Table 2. Overview of existing and proposed MPAs

Name of MPA	Size km ²	Size ha	Status
Iles Des Septs-Freres, Ras Syan, Khor Angar et Godoria	447.1 km ²	44,710 ha	Gazetteted and operationalisation started. Roux, 2013
Iles Moucha et Maskalii	36.6 km ²	3,660 ha	Gazetteted and operationalisation started. Roux, 2013
Ile Haramous, Douda	35.1 km ²	3,510 ha	Gazetteted and operationalisation started. Roux, 2013
Littoral d'Arta / Arta Plage	70.4 km ²	7,040 ha	Already identified, proposed for gazettelement (2015); operationalisation started.
La baie de Ghoubet El Kharab + Sagallou/Kaiaf	158.5km ² + 86 km ²	15,850 ha + 8,600 ha	Proposed, under consultation
Sable Blanc / Ras Ali	1.85 km ²	185 ha	Proposed, under consultation

Total gazetted MPAs: 51,880 ha; Total planned MPAs: 31,675 ha; TOTAL = 83,555 ha

IV. RESULTS AND PARTNERSHIPS

4.1. Expected Results

62. The proposed project is carefully designed to work towards the above-described **Long-Term Solution/Impact** (10-15 years) and the immediate **Project Objective** (expected to to achieve during its 5-year lifetime). To achieve these, the project will work through the the following 4 Components

Component 1: Strengthening the effectiveness of Djibouti's MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors

63. Work under this Component will deliver the following Outcomes:

- **Outcome 1.1:** A unit dedicated to the management of MPAs is institutionalized within the restructured MHUPE has adequate capacities for planning, coordinating, managing, monitoring and evaluating the system of MPAs in collaboration with relevant stakeholders, and is supported in its mission by capacitated collaborators in line with their responsibilities, especially regarding law enforcement.
- **Outcome 1.2:** Strengthened MPA management effectiveness allows engagement with a wide range of stakeholders, including those economic sectors having adverse impacts on marine and coastal biodiversity related to port developments and operations, including maritime traffic.

64. These Outcomes will be achieved through the following Outputs and Activities:

Output 1.1: Formal mandate and responsibilities for the new MPA system management unit are clearly defined within the restructured institutional framework of the MHUPE stressing the roles of MPA managers and ecoguards in community engagement and enforcement.

65. The present project builds on the predecessor GEF/ UNDP/ Government of Djibouti Medium-Sized Project *Establishing Effectively Managed Marine Protected Areas* (GEF # 3713, 2010-2015), the achievements of which are summarised in §37. This project led to a commitment for DEDD to establish and host a MPA/PA Unit. This Unit is merely emerging, with one person nominally in charge, yet a clear mandate, organigramme, PA system plan, and adequate budget to implement MPA management measures are missing -- as is an articulation with the equally important realm of terrestrial biodiversity and PAs. It must be noted that the MHUPE saw a substantial restructuring since the MSP was implemented that have implications for its mandate and operationalisation. In addition, and importantly, the situation in the country has significantly changed with the dramatically increased infrastructure development pressure along the coast; another question this Output must hence define is that of how DEDD and the MPA/PA Unit can effectively engage economic sectors with the aim of mainstreaming and marine spatial planning.

66. The present GEF-6 project will therefore through its international benchmarking assistance help the DEDD develop a more sophisticated and comprehensive approach to its MPA/PA Unit, by defining its mandate as well as that of other relevant stakeholders, clarifying its roles and responsibilities regarding terrestrial biodiversity and PAs, and by developing a marine PA system strategy and financing plan (Outcome 3). An organogram for the new MPA unit will be designed with specific responsibilities, TORs for staff and relevant reporting structures. It has been highlighted during the PPG phase that the Unit should draw professionals from a multitude of technical backgrounds (marine biology, environment management, environmental law, public finance, maritime sectors and economy, marine spatial planning, community mobilization, communication, etc.). The project will support the effective operationalisation of the Unit including through capacity development for its team based on a capacity needs assessment and specific training for relevant DEDD staff (under Output 1.2).

67. Under this output a sustainability plan" will be developed with partners during the inception phase and an agreement will be formulated between the Government of Djibouti and UNDP on the activities and investments to be incorporated routinely into Government budgets and responsibilities.

68. The project will financially support initial office and operational needs, while the Government of Djibouti will gradually assume these costs during the project's lifetime as part of the sustainability plan. Following up with the relevant Government agencies to ensure that pledges are met regarding the incorporation of key staff in the institutional set up and budgets as well as relevant decrees are in place and implemented, will be a priority of the project. This will be integrated as a key performance indicator for the project.

Output 1.2: A targeted stakeholder engagement and capacity development plan for enhanced integrated management of Djibouti's seascape and MPA system designed and executed with all concerned parties, including key sector agencies, the new central PA Management Unit, PA managers and local communities around MPAs.

69. Based on the work from the PPG phase, a detailed stakeholder chart will be designed, which will clearly map the various institutions (government agencies, national and international private companies such as shipping firms, NGOs, regional authority, local community) and individuals concerned with the project objective. In this "organizational chart", a role for each stakeholder will be identified, formulated and agreed to. The "organizational chart" and capacity development plan will be validated by the stakeholders.

70. Capacity needs to effectively execute these roles will be identified and a capacity development plan will be drawn up. At least one stakeholder workshop will be conducted in each region with relevant stakeholders to solicit inputs and get feedback on the capacity development plan, and institutional and personal responsibilities to implement plan incl. through formal performance contracts.

71. A strong M&E component to track improvements in capacity and successes will be applied. The management and capacity development plans will be implemented through financing and organizing key activities within the responsibility of the project. Regular follow-up on performance contracts and monitoring capacity improvements will be the responsibility of the MPA management unit at DEDD, support by project staff. The UNDP CD Scorecard will be developed for additional institutions aside DEDD, as relevant, and become part of the formal project M&E and reporting process. An innovative and specifically tailored technical support programme will be designed, working with national and international experts including e.g. from CERD, IUCN²¹, the Cousteau Institute, CORDIO, and other specialist institutions, to deliver trainings, professional updating events and seminars on issues of relevance. The capacity development plan will set out a clear plan of action on such opportunities and existing partnerships (e.g. with IUCN, the Cousteau Institute, CORDIO) will be specifically furthered.

72. All key deliverables that need to be achieved during project period will be identified at inception and updated regularly with progress and new priorities as they emerge (adaptive planning and management). Based on capacity needs assessment, capacity support plan will be developed and agreed, incl. expert visits and debates, access to international specialists for specific advisory needs, relevant site visits and spot checks to check compliance a.o. and facilitate implementation of it. Capacity development plans and their implementation and impacts will be reviewed annually.

73. For staff at the newly established MPA management unit to effectively perform their duties according to their mandate they need specific training (including on surveillance and enforcement procedures, methods for the monitoring of marine environment and biodiversity, handling information-sharing responsibilities, etc.). While DEDD already has some staff associated with this MPA unit, it will be important to clarify and agree to the final HR needs based on detailed planning. Competent staff will be systematically identified and recruited, applying gender focused recruitment guidelines. Based on the capacity needs assessment for the unit and related individual staff capacity profiles, individual capacity development and performance contracts for unit staff will be developed. Through regular HR management oversight actions delivery on TORs and performance contracts will be tracked, incl. capacity development targets. 360-degree performance reviews will be undertaken annually and independently, linked to a review of the conservation status (METT) of the related MPAs.

74. Notably, during the PPG phase the importance of identifying the most suitable individuals as ecoguards seem to be a critical success factor for effective MPA management on the ground. Specific care will be placed into not only identifying the best candidates for these positions, but to establish a functional support system for their work.

²¹ Including IUCN's Specialist Group on Oceans, Coasts and Coral Reefs of the IUCN World Commission on Environmental Law (WCEL) and the Commission on Education and Communication (CEC).

75. A tentative capacity development plan, looking at central government staff regarding training on mainstreaming and system planning issues as well as at PA staff regarding training on PA management, is included in Annex C2.

Output 1.3: A long-term monitoring system of the key elements of marine biodiversity is implemented by MPA staff and partners. Databases are secured within a national institution and their analysis is disseminated to parties involved in the management of MPAs and marine biodiversity to serve as a decision-making tool to implement adaptive management within the network of MPAs.

76. The DEDD is presently the main government agency in charge of marine biodiversity and protected areas and their monitoring; the predecessor marine PA project (GEF # 3713), instituted a PA Unit at DEDD whose individual and institutional capacity however remains weak. The DEDD PA Unit is complemented in its scientific and repository function by CERD, the National Research Centre linked to the National University. CERD has a marine lab, and hosts a GIS system and experts with relevant technical capacity. In addition, some selected local and international organizations have supported the data gathering and analysis efforts, e.g. when the latest national biodiversity strategy was developed; these include Nature Djibouti, IGAD, IUCN, PERSGA and the Cousteau Society.

77. The project will position CERD to become the key responsible institution for Output 1.3, and specific funding will be allocated to CERD for undertaking assessments, as well as engaging in the project M&E. DEDD/PA unit staff will work with CERD where possible and useful. CERD will remain the lead agency post-project and maintain the data system developed through the project on behalf of the DEDD.

78. CERD and possibly other specialist institutions (national and international) will be subcontracted to undertake science and research support work. As such CERD will be subcontracted to develop monitoring and data management systems proposals and scope these with relevant stakeholders. An international peer review for the planned systems will be conducted. The finalized plan will be implemented and the project will fully support the setup of the system. Relevant capacity support measures for especially CERD and DEDD staff, incl. through international collaborations (expert visits, seminars, trainings, e-learning opportunities) will be organized (to fall under Output 1.2). A clear information sharing plan, based on the needs of information users and decision-makers will be developed and implemented, including through the involvement of a communication specialist.

Output 1.4: Create and sustain mechanisms for continuing engagement of key public and private sector stakeholders (incl. Ministry of Transport, Maritime Authority, Ports of Djibouti, shipping companies) to ensuring an integrated planning and regular monitoring of the use of the maritime space and its resources, including through Strategic Environmental Assessment, Marine Spatial Plan implementation, and high-level coordination.

79. Building on the stakeholder identification and engagement plan developed under Output 1.2:

- continuous proactive outreach to key stakeholder groups identified;
- working with IUCN/Fondation Cousteau/CORDIO and the IGAD/BMP project (Marine Spatial Plan/ Seascape Management Plan for the Gulf of Tadjourah and Goubet-el-Kharab in the Republic of Djibouti) (see §43) improve the emerging Marine Spatial Plan (MSP), based on stakeholder feedback and expanding its reach to cover Djibouti's entire EEZ, and work towards its implementation;
- create the necessary enabling frameworks for Strategic Environmental Assessments and conduct one or several SEAs in support of the MSP and improved integrated sectoral decision-making;
- support the establishment of a high-level multi-stakeholder committee to oversee and guide the project's mainstreaming endeavours and the implementation of the MSP/Seascape Management Plan (see attached TORs, Annex E);
- support the operations of the committee, based on agreed capacity support plan, incl. expert visits and debates, access to international specialists for specific advisory needs, relevant site visits and spot checks to check compliance, etc.;
- support any other "mainstreaming mechanisms" to emerge through agreed proposals;
- develop any technical documents required;

80. This will allow to: (i) enter MPA boundaries into navigation charts; (ii) integrate the vulnerability of marine and coastal biodiversity in sector management plans and agree on zoning and measures to mitigate impacts (viz. port construction and

operations, and navigation practices), (iii) support monitoring and enforcement of agreed mitigation measures and leverage better compliance with environmental regulations.

81. A specific review of the functionality of the identified and supported mainstreaming mechanisms will be undertaken at MTR stage allowing subsequent adaptive management.

82. During the PPG phase, and following up on the initial multi-sector work that the IGAD/IUCN/EU - Biodiversity Management Programme (BMP) advanced especially through developing a Seascape Management Plan and a consultative process around it, the idea of a multi-sector management “desk” established at the Office of the President of Djibouti was explored. While this idea was discarded at the time, this idea might emerge again during project implementation.

Output 1.5: Develop a response plan to the 2016 AU Summit Decree on Sustainable Fisheries and Combatting Piracy

83. The project will assist the Government of Djibouti with developing a response plan to the AU Summit Decree on Sustainable Fisheries and Combatting Piracy signed in Lome, Togo in October 2016. Any policy and legal gaps pertaining to sustainable fisheries and MSP implementation incl. international fishing rights will be identified and addressed, including through a collaboration with the IUCN World Commission on Environmental Law (WCEL) and the IUCN Environmental Law Center (Germany) and/or other relevant partners. The project will specifically support the strengthening of Djibouti leadership for promoting IGAD-wide sustainable fisheries and MPA management, in collaboration with IGAD.

Component 2: Expanding the national MPA network and strengthening MPA management at site level

84. Work under this Component will deliver the following Outcomes:

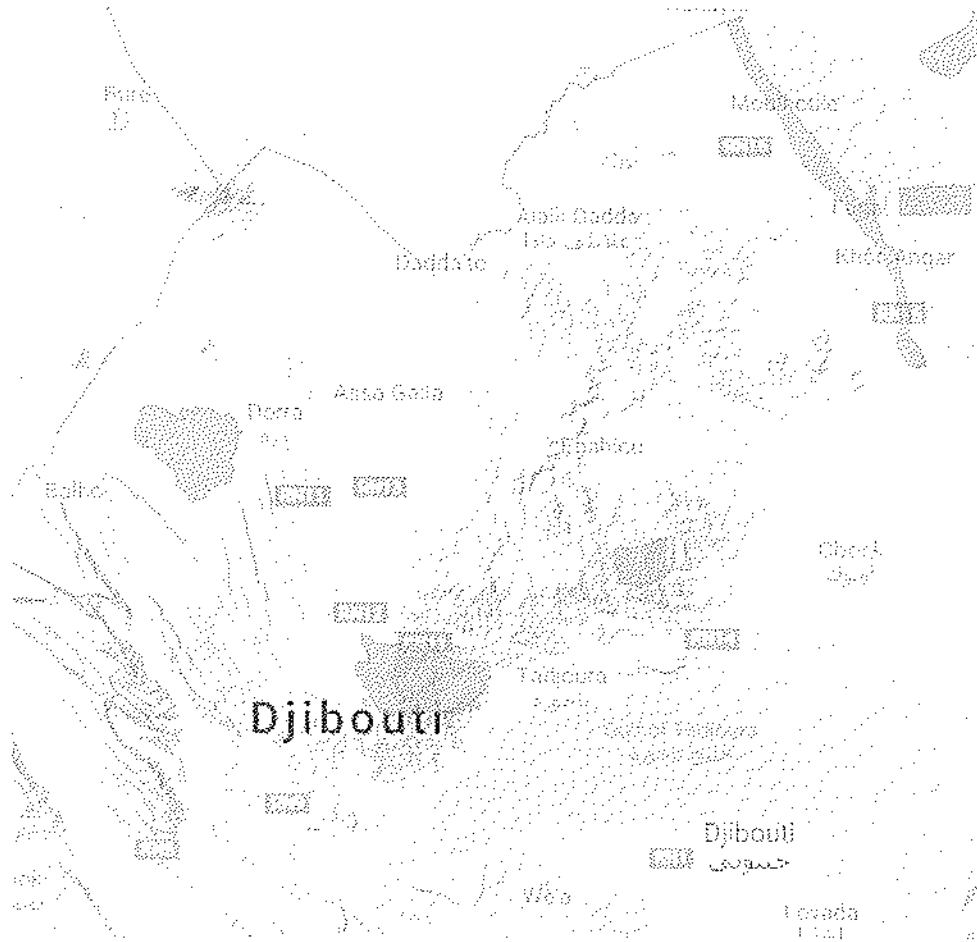
- **Outcome 2.1:** Djibouti’s MPA system expanded to add the Gulf of Ghoubet and the marine/ coastal stretch of Sagallou/Kalaf to the adjacent already-existing Arta Plage MPA to form one large management unit; another unit of marine protected area will be established at Sable Blanc / Ras Ali.
- **Outcome 2.2:** Increased management effectiveness for Djibouti’s MPAs provides greater protection to globally significant habitats and species over approx. 83,555 ha of seascape
- **Outcome 2.3:** Direct and indirect benefits to local communities and stakeholders create tangible incentives to support marine biodiversity conservation objectives, most notably through the development of sustainable and MPA-compatible artisanal fisheries and tourism.

85. These Outcomes will be achieved through the Outputs and Activities detailed in the following. Please also refer to the table *Budget per Output under Component 2* in Section X *Total Budget and Work Plan*.

Output 2.1: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ras Ali) The expansion areas are formalized, conservation objectives defined, boundaries and zoning validated with the various parties involved, including local communities, and the related decrees are submitted and approved.

86. To date only one marine Key Biodiversity Area (KBA) has been identified in Djibouti – the islands of Sept Freres with the nearby mainland coastline. Clearly of critical importance, this area is entirely included in an already-existing marine and coastal PA (Sept Freres).

<http://www.keybiodiversityareas.org/site/mapsearch>



87. This KBA assessment is however without doubt based on an incomplete assessment/understanding of Djibouti's marine biodiversity. The choice of the PA expansion areas proposed through the present project is based on an improved/updated assessment, and integrates *inter alia* evidence published or collected by

- Obura (1999), who identified sites rich in marine biodiversity as follows: Iles des Septs Freres, Ile Haramous, Iles Moucha et Maskali and the Goubet;
- Several reports by PERSGA - which were however found to be superficial for Djibouti at least;
- the UNDP-GEF RTA during a field mission (a non-systematic survey, but including dives) when the present project was originally conceived and designed;
- an international coral reef expert who conducted systematic coral community health transects during the predecessor marine PA project (GEF # 3713);
- the survey of the coral reefs of Djibouti conducted by teams from CORDIO and Fondation Cousteau, mentioned in §9 above.

88. Even though the formal legal gazettelement is still pending, the site of Arta Plage was already included in the national MPA system during the prior GEF project for the conservation of whale sharks, especially.

89. During the PPG it was confirmed that Djibouti's marine / coastal PA system will be expanded through i) the addition of the Gulf of Goubet and the marine/ coastal stretch of Sagallou/Kalaf to the adjacent Arta Plage MPA to form one large management unit; and ii) the creation of a new separate MPA at Sable Blanc/ Ras Ali, located near the city of Tadjourah. This will increase the total existing MCPA area by 31,675 ha from 51,880 ha to the new total of 83,555 ha (see Table 2). A key reason for the expansion proposal is to pre-empt further harmful planning and impacts in these valuable and possibly

unique areas at the very starting point of the African portion section the Rift Valley. Another is that the Gulf of Djibouti (Gulf of Tadjoura) is much less exposed to the often-illegal fishing pressure from Somali or Yemen fishermen, who are primarily active outside the Gulf where surveillance is more difficult; this fact will also be a reason why the coral and fish communities inside the Gulf are in such relatively good condition, as evidenced by the recent surveys indicated above.

90. Building on the stakeholder and community consultations conducted during the PPG, further consultations for establishment of the new MPAs will be undertaken. Maps will be developed for each designating the boundaries and locally specific zoning and management arrangements and plans (see Output 2.3). Necessary documentation and formulation of relevant decrees to formalize MPA will be written and submitted, with approval expected during the project's lifetime.

Output 2.2: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ras Ali) The new and expansion MPA areas are demarcated using landmarks and signage.

91. For each new and expanded site, the required demarcation and signage will be developed, procured and installed. Local contracts are considered for maintenance of demarcation and signage, if possible through sustainable long-term arrangement / benefit incentives.

Output 2.3: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ras Ali) MPA management tools (5-year management and financing plan, annual work plans and budgets) are developed with the participation of relevant stakeholders, and address fisheries and tourism components and surveillance.

92. For the new and expanded MPAs, management plans will be developed as required, together with local stakeholders in a participatory manner. Special investments will be made in this regard to communicate borders and agreed management activities amongst stakeholders and local communities to ensure full engagement in MPA management (linked to Output 2.3). In the process, options to address the often-illegal presence of Yemeni and Somali fishermen in Djiboutian waters should be assessed and solutions proposed through the PA management plans, coast guard surveillance and local community intervention.

93. Specific roles and responsibilities for implementation of the MPA management plans will be identified during the stakeholder consultation (also linked to Output 2.1), and gender opportunities and positioning of female community members to play active roles and benefit from natural resources will specifically be considered. The implementation of the management plans will be supported by the project through budgetary allocations and agreed capacity support measures for relevant stakeholders, and may include the establishment of MOUs with local institutions.

94. A sustainability plan which will allow DEDD to continue with such support beyond the project lifetime will be established from the onset of the interventions, including through Outcome 3.1 on sustainable financing. An M&E plan will be associated with the 5-year management and financing plan, which will include the METT and additional aspects.

Output 2.4: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ras Ali) The new and expansion areas are equipped with infrastructure and equipment for transport, communication, surveillance, boat landings and mooring buoys (complementing investments already in place in the existing MPAs).

95. Based on ongoing needs assessments, relevant infrastructure and equipment will be procured and purchased through the project. During the PPG phase an initial assessment indicated the following key needs per site: boats, buildings for ecoguards, information centres, water tanks, latrines, snorkel and dive equipment, demarcation and signage, reef boardwalks, and mooring/anchoring places. The use of technologies already deployed by maritime and military services in the area for MPA surveillance will be explored; and if necessary the acquisition and deployment of innovative (and low cost) surveillance technologies such as or drones will be explored.

96. Reef rehabilitation will be achieved through access restrictions to access incl. from local fishermen;

97. A management and maintenance plan for all infrastructure and equipment will be developed by the MPA management unit overseeing all investments, and regular checks of condition will be initiated. All investments will be incorporated as regular Government stock and be serviced as part of regular Government procedures, while adhering to UNDP standards.

Output 2.5: (In all the MPAs in Djibouti including the new/expanded MPAs) Recruitment (as required) and significant training of PA management staff and guards, for community engagement, surveillance and environmental / biodiversity monitoring.

98. The required capacity development will be conducted based on an agreed plan (linked to the capacity needs assessment under Output 1.1), and will pertain to the already existing and newly established MPAs and their management teams alike. DEDD management staff will be trained in technical fields relating to MPA and MSP planning and management, applying geo-spatial techniques, designing and undertaking marine biodiversity and natural resources surveys, data base establishment, monitoring systems and reporting, amongst other much of the work will be done in association with national partners i.e. CERD. Relevant expertise, both national and international will be hired to support the specific training needs. The Chief Technical Advisor (CTA) is expected to also play a significant role in on-the-job training and mentoring.

99. The training needs of field-based MPA management staff, are a mix of technical and administrative/ management skills and know-how, and will be specifically addressed through short-courses and on-the-job performance management. In terms of community engagement and livelihoods support, the project will hire a Gender and Community Engagement Expert (Output 4.3) with relevant experience, supporting the DEDD staff on site for the community projects. For the long-term this expert will train DEDD and other relevant Government staff in implementing participatory and systematic community based livelihood and CBNRM activities. Such start with investments into civic education and democracy techniques, such as institution building, setting up of representative governance and management structures. Relevant technical expertise for the development of lasting and economic viable livelihoods alternatives will be solicited on a needs-basis. Notably, the work will be based on experiences made during the previous MPA GEF project, as well as PRAREV (see also Output 2.7). Training needs for the eco-guards have already been established previously, and will be continuously updated and responded to.

100. Project activities include the drafting of a capacity development plan by the project team during project inception, based on participatory scoping of needs. Initial trainings requested relate to topics such as (1) PA system planning and management, (2) sector mainstreaming, (3) PA finance, (4) facilitating community actions, (5) basic research techniques. Based on the plan, a work package will be commissioned, and demand-led training curriculum will be developed, consulting with key target groups on learning priorities and needs. Specific training courses, incl. approach to on-the-job mentoring will be formally designed and implemented. It is important that the impacts of the training will be formally tracked and shared amongst trainees, as part of a performance based management approach.

101. A tentative capacity development plan, looking at central government staff regarding training on mainstreaming and system planning issues as well as at PA staff regarding training on PA management, is included in Annex C2.

102. The project will support the recruitment of eco-guards in the newly established MPAs, as well as the implementation of a work package related to training and community engagement, supporting DEDD in developing lasting and functional management and community engagement approaches at the site level.

103. The sustainability plan and UNDP-GoD agreement to be formulated under Output 1.1 will pertain also to finding a permanent solution to the recruitment and payment of PA staff including ecoguards (which could include an option to do so through Decentralization Ministry/ Regional Councils).

Output 2.6: (In all the MPAs in Djibouti including the new/expanded MPAs) Implementation of new and existing management plans.

104. The Outputs 2.2. and 2.4 deliver actions that fall under the early phase of management interventions in the newly added MCPAs, Outputs 2.5 provide the human resources for management plan implementation across all of Djibouti's MCPAs, and Output 2.7 cover community engagement and livelihoods. Output 2.6 here will provide more specific technical and financial means to engage in more advanced stages of management plan implementation, again in all of Djibouti's MCPAs.

105. The items to be addressed under Output 2.6 will depend on the MPA given that there are differences in threat types and levels. The activities will entail *inter alia* elements such as the management of tourism flows and activities, engagement of tourism businesses, tourism boat management, whale shark encounter surveillance, fishing boat and fisheries surveillance, sea turtle beach monitoring, coral reef and fish monitoring. An MPA intervention already identified during the

PPG in the prospective Sable Blanc-Ras Ali PA could include reef management, installation of boat landing point, and building of reef passages for tourist during low tide. While this site is a private and commercial tourism site, it draws a significant number of tourists to the site. It is asserted that by establishing a sustainable experience here, side effects and benefits to the larger community can be generated. Associated tourism activities in the adjacent bay area can be planned, as well as possibly community “contracts” for collaboration with the local investor may be of value.

106. The project will also assess if the use of MPA surveillance drones could be a new avenue to be piloted during the project or to be pursued in the future.

107. Under this Output the project will pilot solutions to address the presence of Yemeni and Somali fishermen in Djiboutian waters, which as explained above is more of an issue along the outer coast (affecting Haramous, Mousha & Maskali and especially the northern Sept Freres MCPA - the original set of MPAs in Djibouti). Surveillance and enforcement are key issues, however, the northern coast (incl. the remote and uninhabited Sept Freres islands) is especially remote and fishing activities can be nocturnal, rendering surveillance and enforcement difficult. Given the high cost of on-site surveillance by boats the MHUPE has not been in the position to enforce laws reliably and effectively. The Djibouti Coast Guard has played a role in surveillance of fishing activities, and although there are often other important stakes in these waters related to national boundary sovereignty, contraband and piracy, the project will seek to strengthen their role in MPA and fisheries surveillance, working together with the PRAREV project.

108. Unfortunately, the issue is further complicated by the fact that some Yemeni fishermen have settled in communities along the coast of Djibouti and can facilitate legal or quasi-legal entry points for other Yemeni nationals to fish – such as by buying fishing licences from local coastal Djiboutians who never had any means or interest to fish (and who receive a payment in return).

109. The response by the Government - and the project -- must hence be a combination of surveillance and enforcement, but also of legal framework review -- and of community engagement and empowerment, including through the development of local sustainable fishing efforts to create a stake in the country’s marine resources and foster a growing community ownership (which is promoted through the co-financing PRAREV project). At the local level, the already introduced eco-guard system will therefore also be strengthened by specifically formalizing the support from regional governments and law enforcement agencies. The current ecoguard system will be reviewed and improved, as part of MPA management planning. In this context, it is noted that community management and support may need to be supported by some specific communication and awareness raising investments. As an example, for useful activities community members of Tadjourah proposed that World Oceans Day (08 June) could be celebrated as an annual event in all MPAs/ regions. A special event plan will be developed for each year and used as national communication vehicle. A special focus will be on school children. For example, kids from Tadjourah will be invited for snorkeling at Sable Blanc etc. to raise awareness and motivation for supporting MPAs in Djibouti. Other such activities will be identified and scoped through a communication consultancy supporting the project team.

110. The sustainability plan and UNDP-GoD agreement to be formulated under Output 1.1 will be critical for installing continued PA management post-project.

Output 2.7: (In all the MPAs in Djibouti including the new/expanded MPAs) Biodiversity-friendly sustainable livelihood options are identified and assessed for their feasibility and social acceptability, and implemented for the benefit of relevant communities in support of collaborative MPA management.

111. Under this Output the project will provide biodiversity-friendly local livelihood development options, through direct support by the project’s co-financiers and through small-scale grants by the project. The latter will either be set up as a project-internal micro-grants facility managed by the PMU (see Annex R for a tentative plan for this), or be implemented through the UNDP-GEF Small Grants Programme in the UNDP Country Office – which will be assessed at project start, in conjunction also with a new UNDP-HACT micro-assessment of the Implementing Partner. In either case, UNDP-GEF grants will be released in line with the UNDP Micro Capital Policy (see Annex R).

112. Work under this output will include, *inter alia*, (i) International benchmark review of locally-suitable biodiversity-friendly / MPA-compatible sustainable livelihood options (tourism, sustainable artisanal fisheries, sustainable mariculture, sustainable reef fish collecting, etc.); (ii) In-depth stakeholder consultations and socio-economic surveys in target areas, including assessment of costs, opportunity costs, impacts and benefits of MPAs and related opportunities to local

communities; (iii) Definition of access/usage rights for sustainable activities by local communities in the MPA; (iv) Equitable sharing of associated benefits are negotiated and formalized in agreements with MPA management authorities; (v) Economic and environmental sustainability of livelihood interventions is embedded in the regular project M&E framework.

113. During the PPG phase, a related opportunity was realised to collaborate with the WFP Food-for-Work programme on nation-wide beach clean-ups and develop potential business approaches on waste collection and management. This activity will have a combined awareness raising and livelihoods element.

114. The project will also through Output 4.3 deploy a national Gender and Community Engagement Expert with experience in business development to accompany target communities and PA management staff, to support local adoption and implementation, working with eco-guards and relevant Government staff to facilitate the community projects on site.

Component 3: Sustainable financing mechanism for marine biodiversity and the national protected areas system

115. Work under this Component will deliver the following Outcome:

- **Outcome 3.1:** National Environment Fund (or an alternative mechanism/ structure) is set up, captures income from national sources and disburses regular financing towards the national PA system, helping to reduce the financing gap.

116. This Outcome will be achieved through the following Outputs and Activities:

Output 3.1: Assessment of the policy and institutional context for PA financing, and of the financial needs for the national PA system, following UNDP's BIOFIN methodology.

117. As was evidenced during past biodiversity projects and the present project's PPG (e.g. in the completion of the baseline GEF Financial Scorecard), there is a considerable lack of data, clarity and planning regarding the enabling environment, barriers, spending and needs in terms of financial resources for biodiversity and the national PA system in Djibouti. The project will fill this gap, especially in view of the need for longer term sustainability of biodiversity/PA interventions in the country.

118. The project will with the support from an international PA Finance/BIOFIN Expert familiar with UNDP's Biodiversity Finance Initiative²³ and other relevant and internationally-benchmarked methodologies, conduct a rapid review of the most critical policy and institutional context relevant to PA financing; this will entail also an assessment (legal, governance, political, financial, etc.) of the potential for Djibouti's currently defunct National Environment Fund to become a functioning mechanism for capturing and distributing a relevant amount of sustainable financial resources to marine (and terrestrial) PAs. This work should conclude with practical recommendations / solutions for improving the current situation to be enacted during and/or after the project, which may imply the proposal to establish a new separate mechanism to capture and redistribute resources for the PA system.

119. The endeavour will also prepare a 3 to 5-year Financial Needs Assessment (FNA) for the national PA system. The FNA should integrate and distinguish between one-off asset investments and recurring operational costs, and in addition to typical management interventions also consider needs in capacity development, research, M&E, data management, and so forth.

Output 3.2: Development of a strategy to mobilize new PA financing.

120. In continuation of the PA Finance/BIOFIN expertise under Output 3.1, the project will produce a nationally-adapted financing plan for the national PA system. The financing plan will consider the catalogue of financing mechanisms in the BIOFIN methodology as well as other relevant and internationally-benchmarked methodologies and literature such as those indicated by the GEF Scientific and Technical Advisory Panel²³ on the effectiveness of different financial mechanisms. The

²³ www.biodiversityfinance.net. 2016 methodology version: www.biodiversityfinance.net/sites/default/files/content/publications/undp-biofin-web_0.pdf

²⁴ https://cmsdata.iucn.org/downloads/emerton_et_al_2006.pdf

www.openchannels.org/sites/default/files/literature/Sustainable%20financing%20of%20Marine%20Protected%20Areas%20in%20the%20Mediterranean

review will also fully integrate the question of the best mechanism to capture and distribute resources, and consider the role of NEF and other options. It will also look at effectiveness and whether a centralized system is the best solution as requested by STAP.

121. The assessment and recommendations will consider that due to Djibouti's location as transport and military hub and international fishing interests, major external partners are involved in sustainability and management matters. Polluter pays and liability and redress other such principles should be considered. In addition to enhancing regulations and practices aimed at impact mitigation and compensation, the above described sector engagement can also provide opportunities for securing new financial resources for the national MPA system, such as income through centrally regulated or voluntary compensation payments. In 2013, because of the signature of several projects with foreign investors for rail, road, port and tourism infrastructure, foreign direct investment inflows have reached an estimated USD 286 million, representing 18.6% of the GDP. Given this important volume of investments in the country's infrastructure from international partners, minimal compensation rates would allow to cover the costs for a fully operationalized MPA system and to ensure its financial sustainability.

Output 3.3: Operationalisation of the National Environment Fund or of a substitute mechanism with implementation of one PA finance solution

122. In continuation of the PA Finance/BIOFIN expertise under Output 3.1, the project will implement the recommendations from Outputs 3.1 and 3.2 for operationalising the NEF and/or any other mechanism/structure, and update/develop its legal and institutional status and mandate, regulations and procedures, revenue sources/generation, disbursement modalities, operational and business plan, preparing the use of the mechanism(s) as sinking and/or revolving funds with earmarking for the national PA system and marine biodiversity, etc.

123. The project will also trigger the implementation of at least one-easily achieved priority finance solution identified under Output 3.2. In a preliminary assessment these are expected to involve fees and access rights from tourism and fishing, compensation payments from users with inevitable negative impacts (shipping, construction and port operations) and actual penalties for contravention of legislation (e.g. pollution, illegal fishing). For example, the PPG showed that an amount of \$5,624,889 of fees is generated by businesses in the current marine PA system alone (3% on overnight stays). These are collected by the Office National du Tourisme de Djibouti and revert to treasury without any reinvestment into the PA system.

Output 3.4: Capacity development on PA finance and institutionalisation

124. In continuation of the PA Finance/BIOFIN expertise under Output 3.1, training on PA financing (needs, financing mechanisms, expenditure tracking, system and site business planning etc.) will be provided. By project end, a capacitated person in DEDD's PA Management Unit will be capacitated to institutionalise at least the basic assessments conducted in the Outputs 3.1 to 3.3 above. The tentative capacity development plan in Annex C2 provides further details.

Component 4: Gender mainstreaming, Knowledge Management & M&E

125. Work under this Component will deliver the following Outcomes:

- **Outcome 4.1:** Rigorous M&E allows effective adaptive management during project implementation
- **Outcome 4.2:** Lessons learned by the project are made publicly available to national stakeholders and shared with international peer projects.
- **Outcome 4.3:** Measurable socio-economic and equity benefits to women from short-term project activities and its long-term impacts.

126. These Outcomes will be achieved through the following Outputs and Activities:

<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0187999>
http://ocean.panda.org/media/WWF_Marine_Protected_Areas_LR_SP.pdf

Output 4.1: Participatory M&E conducted and used in project adaptive management

127. This Output intends to facilitate the systematic tracking of implementation of the three first project components via a participatory M&E framework that builds on but goes beyond the regular UNDP-GEF M&E activities. The project will facilitate involvement of NGOs, government organizations and local communities in the M&E process via the project website, annual reporting, focus groups, round tables, meetings, and participation in project board meetings. Resources are specifically set aside to monitor progress and facilitate best-practice adaptive management during the project's lifetime and in the achievement of long term impacts. Under this work stream, the PMU together with DEDD, CERD and further including international partner agencies will conduct research and monitoring activities relevant to Components 1 and 2, and provide specific expertise to support the institutions in the development of a monitoring system and related databases.

Output 4.2: Knowledge management plan implemented

128. Complementing the M&E work described in Output 4.1 and the related sections of the PRODOC (VII. Monitoring and Evaluation Plan; Annexes B and C) the project will on knowledge management. It should be noted that KM is also linked to capacity development, which is discussed more specifically under Outputs 1.2, 2.5 and 3.4. KM under the project will serve to

- identify and collate information generated by the project and other past and ongoing initiatives on marine and coastal biodiversity in Djibouti;
- identify gaps with regard to marine biodiversity research and PA system interventions;
- further integrate or coordinate with other relevant national and international information and initiatives;
- further international benchmarking of the sector mainstreaming and protected area interventions proposed under the project;
- inform and support the project's sector mainstreaming and advocacy efforts;
- establish and maintain a first centralised, simple, open-access repository for information on marine biodiversity in Djibouti;
- share project results and lessons with relevant national and international stakeholders, to
 - i. inform design and implementation of other/ future related projects and initiatives in Djibouti and elsewhere;
 - ii. enrich feedback from the project to the GEF Secretariat and Partnership beyond the traditional means (PIRs and independent evaluations)

129. To achieve these goals, the project will deliver on the KM product and processes specified in the **Knowledge Management Plan** in Annex C3. A KM work package will be commissioned to lead this process together with the project management unit. In depth exchanges will take place with a range of qualified organisations and initiatives; organisations and initiatives to be consulted are mentioned/ detailed in the following Sections 4.2 *Partnerships* and 4.3. *Stakeholder engagement*, and include most notably CERD, CORDIO, IGAD-IUCN, Cousteau Society, and PERSGA.

Output 4.3: Gender mainstreaming strategy developed and implemented

130. This output focuses on systematic inclusion of gender mainstreaming consideration into the project strategy and implementation by all project partners through all project components. The strategy laid out in Section IV, sub-section iv. Gender Mainstreaming (especially Table 5) will be pursued. The full Gender Assessment conducted during the PPG is included in Annex N. A Gender and Community Engagement Expert will be recruited into the project team.

4.2. Partnerships

131. To increase effectiveness and efficiency the project will actively collaborate with a number of recent or on-going projects and programs to leverage funding, avoid thematic intersections and double-funding, share lessons learned and increase overall positive impact on marine biodiversity in Djibouti. The list of proposed partnerships is shown below:

Table 3. Recent or ongoing relevant initiatives and coordination with GEF-6 project

Initiative and Objective	Coordination with project
<p>IUCN-IGAD - <i>The Lower Awash-Lake Abhe Land and Seascope Project.</i></p> <p>Implemented from Nov 2013 to Nov 2017 through a partnership between IGAD, IUCN, the Cousteau Institute, CORDIO and a national NGO, Nature Djibouti. Total cost for Djibouti: EUR 1.8 million.</p> <p>The overall objective of the EU funded IGAD Biodiversity Management Programme (BMP) is to contribute to poverty reduction by improving the social and economic wellbeing of the populations in IGAD region through better regional integration in the environmental sector. The Specific Objective is the conservation and sustainable management of the ecosystems in the IGAD region, in order to contribute to lasting ecosystem goods and services.</p>	<p>The coordination between the project and IUCN-IGAD will be specifically on the component focusing on the Gulf of Tadjourah and Ghoubet-el-Kharab seascope. Both have agreed to work in close collaboration and that the GEF-6 project would build on BMP project achievements with respect to the following:</p> <ul style="list-style-type: none"> - Further refine and expand the draft MSP prepared during the BMP supported project; facilitate institutional update and implementation of management recommendations; - data from the biodiversity assessments and GIS-based mapping of coral reefs and benthic habitats will contribute to the baseline to assess the condition of resources within existing and proposed MPAs; - both projects will collaborate for the elaboration of a seascope management plan for the Gulf of Tadjourah and Ghoubet-el-Kharab; - the GEF-6 project will contribute to support and build the capacities of the co-management structures established through the BMP project and examine the possibility to integrate pilot community-based conservation areas into larger scale MPAs; - the BMP project will identify and design community-based enterprises that the GEF-6 project will consider to support as part of the development of IGAs for communities living around MPAs ; - the design of the capacity development activities of the GEF-6 project will strive to articulate with and complement the BMP capacity building programme for biodiversity conservation; - partner with the relevant expert institutions in delivering trainings, professional updating and seminars to Djibouti stakeholders; and - the GEF-6 project component on the Sustainable Financing Mechanism will benefit from the BMP project's recommendations for a strategy for sustainable financing of biodiversity conservation in land/seascapes.
<p>Government of Djibouti / Department of Fisheries/ IFAD - <i>PRAREV Programme to support the reduction of vulnerability in coastal fisheries.</i></p> <p>This Programme is funded through a grant from the ASAP programme (6.0 million US\$) an IFAD loan (4.1 million US\$) and other contributions, and implemented by IFAD from 2015 to 2021. Total project cost 13.3 million US\$.</p> <p>The overall objective is to support people in rural coastal areas affected by climate change to improve their resilience and reduce their vulnerability to these changes and promote co-management of marine resources.</p>	<p>Both projects have agreed to work in close collaboration to take advantage of possible synergies and complementarities. The IFAD project will contribute to the GEF-6 project results, with almost the entire component supporting resilience of coastal habitats and coastline contributing to the GEF project's results, including through:</p> <ul style="list-style-type: none"> - assessment of fish resources and MSY will serve as a basis for the development of a fisheries management plan and species recovery plans for the MPA system and beyond; - the GEF-6 project will harmonize MPA databases with those established through the long-term monitoring of environmental parameters and of the CC impact on coastal ecosystems and species; - various trainings for CERD, DEDD and Fisheries Directorate on fish stock assessments and marine biology inventories; - the GEF-6 project will integrate best practices developed through the restoration of 200 ha of mangroves and preservation of 100 km² of coral reefs by installing 100 mooring buoys; - Supporting the development of more sustainable and profitable local fisheries (PRAREV Component 2) and the pilot micro projects (Component 3) will contribute to the GEF-6 project as part of the support to develop sustainable IGAs for communities living around MPAs.
<p>GEF-LDCF-UNEP - <i>Implementing NAPA Priority Interventions to Build Resilience in the most vulnerable Coastal Zones in Djibouti.</i> Project cost: \$4,475,000 – 2010-2014</p> <p>The objective is to address the impacts of climate change on coastal ecosystems and communities by implementing measures to strengthen prediction</p>	<p>The GEF-6 project will integrate lessons learned and best practices from this other GEF project that was implemented in the two most marginalized and poverty-stricken regions, Obock-Khor Anghar (included in one MPA) and Atar-Damerjog, namely with regard to the research protocol for the management of <i>Prosopis</i> and key lessons learned through the establishment of a mangrove nursery and cleaning of mangrove over 100 ha will benefit the development and update of MPA management plans as regards to mangrove restoration.</p>

Initiative and Objective	Coordination with project
capacity, and helping local populations to adapt through the adoption of more sustainable production methods.	
<p>EU – <i>Revision of the fisheries legislative framework</i>. ACP-Fish II project funded by the EU (cost: EUR 98,780) and implemented by COFREPECHE: 2012 – 2013; and FAO – <i>Revision of the fisheries development plan</i>.</p> <p>Objective is to review and update the fisheries legislative and regulatory framework.</p>	<p>The redesign of the fisheries legal framework will enable the Government of Djibouti to frame fisheries expansion and make it more sustainable, the identification of shortcomings in the fight against illegal unreported and unregulated (IUU) fishing, the National Action Plan to fight against illegal fishing, the fishery management plans for large pelagics and for large demersals and the establishment of co-management measures will serve as a basis for the development of a fisheries management plan across the MPA system aiming to reduce pressures on marine biodiversity and to contribute to preserve fisheries productivity.</p>
<p>GEF-UNDP/ Government of Djibouti Project <i>Establishing Effectively Managed Marine Protected Areas</i> (GEF-4, GEF ID # 3713, GEF budget: \$980,000; Total budget: \$2,020,000, 2010-2015).</p> <p>The objective of the project was to catalyze the institutional and financial sustainability of Djibouti's system of marine protected areas.</p>	<p>The GEF-6 project builds on the achievements of this completed MSP. The project started operationalising the marine protected area system in the country. It focused on the three previously designated MPAs of Musha-Maskali, Haramous, and Sept-Frères, and on a new area identified, designated and operationalized during the project: Arta Plage in the Gulf of Tadjourah, found to be highly valuable for whale sharks and coral reefs. Please see §37 for details.</p> <p>The new project will build on the predecessor one but responds to a dramatically increased pressure on marine and coastal ecosystems in Djibouti that could not be anticipated when the prior project was designed or implemented. It also responds to the new evidence that there are areas inside the Gulf of Tadjoura that harbour highly valuable coral communities that could be more easily protected than the three already-designated areas along the outer coast, of which two are already highly degraded (Musha Maskali) or doomed (Haramous) because of coastal developments that the MHUPE/DEED were not able to prevent.</p> <p>The present project will hence build on the past project at central level and on the ground. At central level it will continue to build and strengthen the emerging work at DEDD on MPAs/PAs, and combine this with a dedicated effort to strengthen the mainstreaming of biodiversity in economic and decision making and infrastructure development, including through the completion, adoption and implementation of a marine spatial plan initially developed by IGAD/IUCN. The project will in this context also work to expand the national MPA system, by adding the Gulf of Ghoubet and Sagallou-Kalaf coastal stretch to the Arta Plage MPA, and by creating a separate new MPA at Sables Blanc/Ras Ali. And lastly, the project will look at new ways to generate / leverage more resources for MPA management in Djibouti, building on relevant lessons learnt by UNDP in its global Biodiversity Finance Initiative that show that encouraging results are possible with limited in-country budgets.</p> <p>On the ground the project will hence work both to operationalise the one entirely new MPA – Sables Blanc/Ras Ali, and by strengthening the existing or to-be-expanded other MPAs; this will entail in all MPAs staffing, training, surveillance and community engagement, as well as demarcation and signage in the new/expansion areas. In doing so, the GEF-6 project will further some of the initial investments and generally lift the interventions up to a higher strategic and institutional level.</p>
<p>GEF-WB-UNDP-UNEP-PERSGA. <i>The Strategic Action Programme for the Red Sea and the Gulf of Aden</i>. This GEF-UNDP-UNEP-WB regional (6 countries) project was executed by the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA) from 1999 to 2005. Project cost \$37m.</p> <p>The Project Development Objective is to safeguard the coastal and marine</p>	<p>The mainstreaming interventions of the GEF-6 project will build on the results of the component to strengthen competent authorities to address maritime safety and pollution mitigation, marine contingency planning and port state control.</p> <p>Other project components and achievements are also fully relevant to the GEF-6 project:</p> <ul style="list-style-type: none"> - A better understanding of the shark fin trade will help to identify appropriate management measures to be integrated in MPA management plans at the system and site levels; - Baseline data on key habitats and species, Species Action Plans for turtles and birds as well as Regional Action Plans for corals and mangroves will be used as models for their translation into national action plans across MPAs; - The Regional Master Plan, guidelines and the Master Plan for Ile des Sept Freres MPA

Initiative and Objective	Coordination with project
environments of the RSGA and ensure sustainable use of its resources.	developed by this project may serve as a template for national level MPA master plans; - The Integrated Coastal Zone Management Plan for Djibouti includes relevant measures to be integrated in MPA management plans at system and site levels
GEF-WB-PERSGA - <i>Red Sea and Gulf of Aden Strategic Ecosystem Management</i> . This regional project executed by PERSGA from November 2012 to November 2016. Project cost \$38,100,000. The Project Development Objective is to improve the management of marine resources in the Red Sea and Gulf of Aden in selected MPAs building on resource protection, incentive systems for communities and the harmonization of the knowledge base of marine resources between PERSGA member countries.	The new GEF-6 project will learn from the outcomes of this regional project as regards to the development of a new approach for the management of MPAs where local communities are empowered, their access rights to marine resources recognized, and their capacities to balance resource use with sustainability strengthened, to give them a prominent role in MPA management. In addition, - the design of the capacity development activities of the GEF-6 project will strive to articulate with and complement the institutional and individual capacity building for research and monitoring (biophysical, environmental, social and economic) and harmonize databases; - the development of IGAs for communities living around MPAs will take into account lessons learned through the development of alternative income sources to reduce pressure on marine resources and increase net benefits for communities.
PRMSRVCP / Millennium Village Project of the MAWFLFR / Islamic Development Bank in Khor-Angar, Obok	The project will coordinate closely with this critical development project in Khor-Angar, a marginalised coastal herder community located in the heart of the Sept Freres MPA. The fisheries to be newly developed can be sustainable from the onset, and can empower the local community to support MPA management through a CBNRM agreement.

4.3. Stakeholder engagement

132. The project will be executed by the Directorate of Environment and Sustainable Development (DEDD)²⁴ of the Ministry of Housing, Urban Planning and Environment (MHUPE). Their role is to function as the national entity designated by UNDP to assume responsibility for delivering on the project objective and outcomes, and the entity accountable to UNDP for the use of funds.

133. During implementation a number of other stakeholders will be involved in the project, including in some sites local communities from traditional tribes (Afar, who as herders are incidentally not familiar with exploiting marine resources). Key stakeholders were informed about the project and its objectives and have participated in baseline surveys and workshops to identify priorities for interventions, determine the project baseline and selected impact and outcome indicators. They will be involved in the project document validation workshop.

134. The following groups of stakeholders were identified during PPG phase of the project including their roles and involvement in the project:

Table 4. Stakeholders and role foreseen in project implementation

Stakeholder	Potential roles in project implementation
Institutions of the Djibouti Government	
Directorate of Environment and Sustainable Development (DEDD) / Ministry of Housing, Urban Planning and Environment (MHUPE)	<ul style="list-style-type: none"> • The ministry develops and implements the government's policy on environment, notably through the design of a regional planning scheme jointly with competent ministries, the development of normative texts, control of environmental standards in the areas of infrastructure, housing, equipment, transport, energy in partnership with the concerned ministries, and the realization of environmental impact studies. • The ministry has the national mandate over natural resources conservation and sustainable management and for the overall coordination and management of the PA/MPA system, • The ministry through the DEDD is also involved in fisheries management as it is responsible for the implementation of the CBD and PERSGA conventions on species and protected areas. Law No. 45 of 2004 establishes three marine protected areas where collection of corals and shells, as well as spearfishing, are prohibited and where fishing is allowed but regulated by DEDD, in consultation with

²⁴ Previously Directorate for Spatial Planning and Environment (DATE).

Stakeholder	Potential roles in project implementation
	<p>the FD.</p> <ul style="list-style-type: none"> • As the national implementing partner/agency of the project, DEDD will be accountable for the project results, will designate a National Project Director among its members and chair the Steering Committee, and will allocate appropriate work premises for the project management team, including water and electricity, • Leadership for institutional reforms related to the management of the national PA system and for the national consultation process engaging key public and private sector stakeholders; • Contribution to project monitoring and evaluation, responsible for technical and financial reporting to UNDP • Be the overall coordinator and convener of the high-level multi-stakeholder committee
Directorate of Fisheries / Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR)	<ul style="list-style-type: none"> • As regards fisheries, the Ministry is responsible for policy development and planning over the entire national territory, for the development of fisheries, exploitation of fishery resources and industrialization of the sector. • As the Department of Fisheries is responsible for licensing fisheries permits, it will participate in the elaboration of a strategy to implement an effective surveillance of marine protected areas and to ensure enforcement of laws and regulations, namely regarding illegal fishing by foreign fishers • Will contribute to building synergies between this project and others related to marine and coastal biodiversity and resilience, • Will develop a consultancy proposal for fisheries research (sustainability of fisheries, diamond back squid, etc.) and become part of the high-level multi-stakeholder committee
Directorate of Maritime Affairs / Ministry of Equipment and Transport (MET)	<ul style="list-style-type: none"> • The Ministry of Equipment and Transport is responsible for the implementation and coordination of road, rail, sea and air transportation policy as well as the national meteorology. It is also in charge of the management, operation, maintenance and renovation of public facilities. It is responsible for designing and implementing the government's policy on road, port and airport infrastructure. All Ports of Djibouti are under this ministry which is also responsible for licensing maritime traffic. • Will be invited to participate in the MPA spatial planning proposal, buoy network, etc. • Collaboration to prepare an action for the development of an environmental contingency plan adequate for the TSS Bab el Mandeb and the port infrastructure expected for Djibouti in coming years. • Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
Ports Authority / MET	<ul style="list-style-type: none"> • Will be invited to participate in the MPA spatial planning proposal, buoy network, etc. • Participation in the elaboration of a strategy to implement an effective surveillance of MPAs and to ensure enforcement of regulations, namely in environmental protection • Become a partner in the the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
Minister of Economy and Finance	<ul style="list-style-type: none"> • The Ministry is responsible for the implementation and coordination of economic and financial policy, [...] to develop and implement, jointly with the Ministry of the Budget, the government's policy to mobilize domestic financial resources and external financing for development. • Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses • Support the development of a strategy to operationalize the Environmental Fund and mobilize financing from various sources (compensation for habitat destruction, voluntary contributions following social responsibility, <i>polluter pays</i> and <i>user pays</i> principles.)
National Tourism Office / Minister Delegate to the Minister of Economy and Finance, in charge of Trade, SMEs, Handicrafts, Tourism and Formalization	<ul style="list-style-type: none"> • The Ministry develops and implements government policy to develop tourism and ensure its regulation. It also has authority over Djibouti Tourist National Office and can intervene through it regarding fishing in the touristic coastal and island areas, protected or not, especially for ecotourism. • Issues and controls licenses for tourism operators, including • Contribution to the planning of ecotourism across the MPA system as part of the strategy to raise funds for the management of MPAs and for the development of IGAs for local communities concerned by MPAs; • Contribution for the development of a strategy to avoid/reduce negative impacts and enhance the sustainability of MPA-related tourism, including whale shark and coral diving, distribution of recycling containers, organisation of beach and seafloor clean-ups; • Collaboration in planning the building of the ARTA Plage AMP base using the abandoned buildings on site; • Contribution to identify activities needed to devise and implement an awareness and communication strategy in collaboration with environmental associations/NGOs (working towards a "Whale shark

Stakeholder	Potential roles in project implementation
	<ul style="list-style-type: none"> ▪ Week”: commemorating World Ocean Day on 08 June); ▪ Participation in the assessment of the effectiveness of MPAs management and of the impact of the project interventions (baselines) ▪ Whale shark tourism control / collaboration in the building of the ARTA Plage AMP base using the abandoned buildings on site / working towards a “Whale shark Week” to start the 2015 whale shark season with everything in place (MPA, code of conduct, licenses, regulations, spatial planning, mooring buoys, MARPOL containers, recycling containers, beach and seafloor clean up, etc.) ▪ Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
National Scientific Research Institution: CERD / Ministry of Higher Education and Research	<ul style="list-style-type: none"> ▪ Participation in the development and implementation of monitoring programs for biodiversity, in the assessment of the effectiveness of protected areas management and in the planning of the project interventions (baselines), ▪ Development of proposals to implement long term monitoring of reefs, sea turtles, whale sharks, and other priority biodiversity elements, ▪ Participation in the identification of the database structure for the long-term monitoring of MPAs ▪ Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
National Coast Guard	<ul style="list-style-type: none"> ▪ Participation in the elaboration of a strategy to implement an effective surveillance of marine protected areas and to ensure enforcement of laws and regulations, namely regarding illegal fishing by foreign fishers ▪ Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
MPAs managers and ecoguards	<ul style="list-style-type: none"> ▪ Managers of and Sept-Frères MPAs will be required to ensure that the ecoguards are fully involved in the construction of the buoy network ▪ Participation in the identification of capacity development needs for the effective management of MPAs ▪ Participation in the assessment of the effectiveness of MPAs management and of the impact of the project interventions (baselines) ▪ Participation in the elaboration of a strategy to implement an effective surveillance of MPAs and to ensure enforcement of regulations
Regional authorities and representatives	
Prefecture councils	<ul style="list-style-type: none"> ▪ The prefecture is the first interlocutor at the regional level and has a direct link with people; ▪ Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities/ strategies for interventions, to participate in identification and planning of interventions at the local level, including the selection of intervention sites at the local and community levels
Regional development councils	<ul style="list-style-type: none"> ▪ Regional councils are elected and therefore the legitimate representatives of the interests of local communities - recently established as part of the decentralization process; ▪ Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities / strategies for interventions, to participate in identification and planning of interventions at the local level, including the selection of intervention sites at the local and community levels
Civil society	
IUCN-IGAD// Nature Djibouti / CORDIO / Fondation Cousteau	<ul style="list-style-type: none"> ▪ Key co-financing partner for marine research, monitoring and capacity development, as well as for the development of the seascape management plan ▪ Contribution to define awareness and communication strategy ▪ Expertise for trainings, professional updating and seminars for Djiboutian stakeholders; ▪ Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
National Union of Women of Djibouti	<ul style="list-style-type: none"> ▪ Contribution to define awareness and communication strategy; ▪ Contribution to identify priority / strategies for interventions ▪ Participation in the assessment of the effectiveness of MPAs management and of the impact of the project interventions (baselines) ▪ Partners in implementing demonstration projects ▪ Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses

Stakeholder	Potential roles in project implementation
Professional associations (fishers association, tour operators association)	<ul style="list-style-type: none"> Active participation in the identification and development of income generating activities including profitable ecotourism, fishing and mariculture activities to the benefit of local communities Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
Media (print and radio media)	<ul style="list-style-type: none"> Invited to contribute to the dissemination of main events related to project preparation Contribution to develop a communication and awareness strategy for the project
Academic and scientific institution: Djibouti University/ Faculty of Science / Ministry of Higher Education and Research	<ul style="list-style-type: none"> Contribution to the identification of priorities for the development of programs / training modules in biodiversity conservation, adaptive management of PAs, and for their integration into the university curriculum; Participation in the assessment of the effectiveness of MPAs management and of the impact of the project interventions (baselines); Contribution to the establishment a national platform for sharing knowledge on marine biodiversity and MPAs Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
Village communities concerned by MPAs	
Users of natural resources from local communities in/around MPAs (local fishers, tour guides, etc.)	<ul style="list-style-type: none"> Key stakeholders and beneficiaries; Active participation in the identification and development of income generating activities including profitable ecotourism, fishing and mariculture to the benefit of local communities; Members (representatives) of the teams during field missions;
Local community leaders / including representatives of elders, women and youth	<ul style="list-style-type: none"> Participation in defining local communities' role in monitoring biodiversity and surveillance programs, in discussing local communities' involvement in restoration works such as mangrove restoration and beach clean-ups in the context of WFP "Food for Assets" agreements Participation in the assessment of the effectiveness of MPAs management and of the impact of the project interventions (baselines)
Community-based organizations, such as active co-management committees	<ul style="list-style-type: none"> Participation in defining CBOs' role in monitoring and participatory research programs on biodiversity; Contribution to community mobilization for the identification of IGAs and level of participation to restoration works.
Private sector / Other	
National Chamber of Commerce and Industry	<ul style="list-style-type: none"> Become a partner in the high-level multi-stakeholder committee, identify research and knowledge needs, and participate in technical discourses
Tourism operators/ investors, incl. Dolphin Dive/ Coubeche Sable Blanc	<ul style="list-style-type: none"> Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities/ strategies for interventions Collaboration with regards to ecotourism development, tourism impact reduction, buoy network, MPA base construction, MARPOL containers, recycling – cleaning up of beach and sea floor Use of tourism concessions as source of MPA financing Contribution to the identification and planning of IGAs related to ecotourism for local communities
Merchant shipping companies, users of the Gulf of Tadjourah and Ghoubet	<ul style="list-style-type: none"> Will be informed of the project development and objectives and invited to participate in baseline surveys and workshops to identify priorities for interventions
Coca-Cola company	<ul style="list-style-type: none"> Are interested in deploying plastic recycling facilities but had until now not found a suitable entry point; consider the new MPA project a good way to start. Collaboration will be sought to address plastic pollution issue in Djibouti's marine and coastal environment May support Food-for-work collaboration with WFP on beach/coastal plastic clean up
Military (users of MPAs coastal zones)	<ul style="list-style-type: none"> Informed of the project objectives and invited to participate in baseline surveys and workshops to identify strategies to reduce pressures on marine/coastal biodiversity

135. A stakeholder engagement and communication plan is outlined in Annex O. Additionally the UNDP Grievance Redress Mechanism for the project is described in Section 5.3. *Social and environmental safeguards*, in accordance with UNDP standard procedures.

4.4. Mainstreaming gender

136. During the PPG phase, the project team conducted a gender analysis, including undertaking gender focused community consultations, collecting sex-disaggregated socio-economic data, incorporating gender sensitive actions, indicators, targets, and/or budget into the project results framework. The Gender Analysis is included in Annex N.

137. The analysis of the gender situation in Djibouti highlights the inequalities between men and women in terms of living conditions, status in the family and in society, capacity and participation in development. Illiteracy is higher among women (78%) than men (58%). Women are more affected by unemployment (71%) than men (56%). According to EDIM 2006²⁹ survey, 19% of households have a woman head of household. This situation results from a combination of historical, social and religious factors. The fisheries sector, dominated by artisanal fisheries is dominated by men. However, women are relatively more involved in fisheries value chains where they account for 80% of the fish marketing and production support in part by supplying inputs, fuel and food, by making small loans to fishermen who, in turn, guarantee them fish production.

138. The gender analysis concludes that men and women in the study domains have distinct and complementary productive, reproductive and community roles, including in the relevant sectors.

139. In "productive activities" related to fisheries and tourism value chains, women are considered to undertake second-level work. Although women make a significant contribution as fishmongers and sellers, only very few women are going out to sea. There is an exception at the MPA of Khor Angar-Godoria-Ras Syan, where women are active fisherfolk and even conduct their own boats as skippers. Even if they are engaged as fishmongers/ traders and sellers, they fetch relatively less money from these activities compared to men who go fishing, and importantly, their roles are often regarded to be of "lower" value.

140. Women traditionally are engaged in so-called "reproductive", family and community tasks, which earn less or no income, and therefore have limited authority and access to financial resources. Women perform virtually all the tasks necessary to maintain the well-being of their families and the community. In terms of community tasks, women are expected to perform social community duties with no or little pay, while they have almost no representation on leadership and decision-making governance structures, such as regional committees or MPA committees.

141. Further analysis of the role of women in unpaid, family tasks shows that most of the work done by women tends to be kept invisible and undervalued. Women's family tasks are often described as "the natural work of women" by men, and they justify not being involved in such domestic work. This was a major point of discussion during the mixed group community consultations, which seems a departure towards a more open conversation about such traditional gender roles, and the problems associated with them. Still, the socialization of young girls tends to "orient" them to follow in the footsteps of their mothers, already placing heavy domestic workloads and responsibilities on young girls, which negatively impact on their education, health and social status. Men often point out that education is worthless for girls, who will not become engaged in formal employment anyway.

142. In Djibouti, like elsewhere in the region, women do not own assets such as land. With regards to the project, women generally are barred from accessing training and information opportunities granted to community members, and inputs into provided for improved fishing, agro-pastoral production and similar are usually dominated and controlled by men. The subordination of women to access and control resources at the level of the regional governing bodies in Djibouti clearly limits their bargaining power on various issues at household and community level, which also extent to their involvement and benefitting from the management of marine protected areas, marine biodiversity resources, and associated opportunities e.g. in tourism.

143. In Djibouti, like elsewhere in the region, gender inequalities are still common and persistent. When paid and unpaid work is combined, women work more than men, with less time for education, leisure, political participation and self-management. Despite some improvements, men spend more time on leisure time each day while women spend more time on housework. Women often play a key role in the management and conservation of biodiversity, although this is not sufficiently considered in projects, and generally undervalued, including by government entities.

144. The Gender Analysis led to the following recommendations regarding the gender dimension in the GEF 6 project:

- **Awareness creation mechanisms** should be used by governmental organizations such as the Ministry of Women and Family Affairs and their regional offices, the National Union of Djiboutian Women (UNFD) and other

²⁹ République de Djibouti. 2007. Enquête Djiboutienne a Indicateurs Multiples EDIM 2006.

stakeholders in civil society, community-based associations at the decentralized level on the importance of gender equality in the division of labor for productive activities, access and control of resources, leadership and decision-making, and roles. The male members of the household should share the load of domestic (“reproductive”) tasks.

- The domestic (“reproductive”) and community tasks carried out by women should be recognized and valued by society and the contribution of women should be reflected in the statistics of the national economy at the level of DISED (Directorate of Statistics and Surveys Demographic) in what is called the non-market economy.
- Knowledge, skills and experience of women in the management and conservation of marine biodiversity must be recognized and valued. They should also be encouraged to continue participating in community-based biodiversity conservation and management programs on Djiboutian MPA marine protected areas.
- Favorable conditions must be created for women to have access and control over productive resources, including jobs offered under MPAs such as eco-guards, access to grants/ microcredit for activities generating activities and micro-projects. Women should be engaged in artisanal fisheries production, and the conditions of work should be improved for them. By accessing appropriate training opportunities in the fishing value chain and industry and associated sectors such as tourism, women will start to be able to generate their own income and this will thus increase their bargaining power at the household and community levels.
- The enabling legislative and legal environment must be created for women to participate more effectively as a leader in meetings of the monitoring committees at MPA level or in fisheries cooperatives.
- Finally, women should be invited and encouraged to participate more in all project activities, awareness sessions and training sessions on the protection of marine biodiversity of the GEF 6 project, including in the sharing of experiences that can lighten their work and improve the empowerment. Not only as a member but above all as leaders of their communities in general.

145. Responding to the key findings from the consultations, the project will focus on gender in several ways. The project will promote gender mainstreaming and capacity building within its project staff to improve socio-economic understanding of gender issues, and will appoint a designated focal point expert for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women’s empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. To this aim gender issues will receive dedicated attention under Component 4. These requirements will be monitored by the UNDP Gender Focal Point during project implementation. Responding to the recommendations from the Gender Analysis, Table 5 specifies Gender Mainstreaming Actions proposed for the implementation of this GEF 6 project. A Gender and Community Engagement Expert will be recruited into the project team.

Table 5. Proposed gender mainstreaming actions for project implementation

Design section	Responsible	Gender Mainstreaming Actions
Component 1: Strengthening the effectiveness of Djibouti’s MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors		
Outputs 1.1 to 1.5	DEDD	<ul style="list-style-type: none"> ▪ Implement gender focused recruitment of MPA management unit ▪ Members of the multi-stakeholder committee and coordination mechanism must include at least 30% women at the start of the project and increase to 50% at TE ▪ The capacity assessment specifically includes training opportunities for female staff • Include gender training and tools for work with local communities • Apply gender screening and mainstreaming in all training and awareness raising materials • Design, hold and publicize specific activities that promote women in MPA and marine management related professions • Ensure gender representation of at least 30% in the the high-level multi-stakeholder committee • Identify review topic on women and marine resources/ maritime space

Design section	Responsible	Gender Mainstreaming Actions
Component 2: Expanding the national MPA network and strengthening MPA management at site level		
Output 2.1. to 2.7	DEDD	<ul style="list-style-type: none"> • Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring in all level include ecoguards. • Consider women as part of MPA management staff and community structures; design and implement infrastructure investments in a way that both men and women can be considered in staff recruitment (toilets, prayer rooms, other, as needed) • Recruit both male and female staff for community outreach • Apply gender guidelines to engagement and recruitment of community beneficiaries e.g. "food for work" approach • Design, hold and publicize specific activities that promote women in MPA and marine management at site level including at community level • Design project small-grants/ micro-loans with gender as a design and selection criterion • Financing projects related to the artisanal and local eco-tourism managed by women associations or similar
Component 3: Sustainable financing mechanism for marine biodiversity and the national protected areas system		
Outputs 3.1 to 3.4	DEDD	<ul style="list-style-type: none"> • Recruit qualified women as project experts as appropriate • Consider genders-pecific actions and women needs in PA system finance needs assessments and PA financing disbursement
Component 4: Gender mainstreaming, Knowledge Management & M&E		
Outputs 4.1 to 4.3	PMU	<ul style="list-style-type: none"> • Track gender disaggregated data for M&E • Include gender issues in KM compilation and reporting
Project Management		
	PMU	<ul style="list-style-type: none"> • Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring • At inception: gender screening of design • TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation

V. FEASIBILITY

5.1 Cost efficiency and effectiveness

146. Cost effectiveness of the project will be achieved through using best practice in project design and building on previous investments. Firstly, the project is designed using lessons learned from such projects that have demonstrated most effective ways to develop policy, legislation framework and enforcement system, as well as best approaches for community development. Much learning has emerged from the previous UNDP/GEF MPA project, as well as the PRAREV project is offering some important project learning. The PPG phase also involved: clear understanding of the ecological and economic threats related to unplanned utilisation of the maritime space of Djibouti; focus on project objectives that are consistent with the needs and values of intended beneficiaries and key stakeholders; incorporate inputs of stakeholders gathered during stakeholder analysis and involvement in project design and formulation and ensure their participation in implementation and evaluation in order to empower them to act and build ownership of project results; ensure that the project objectives are measurable and therefore possible to use them to evaluate project performance and achievements and; ensuring that project activities focus on delivering the desired outcome frugally while achieving the desired impact.

147. Additionally, cost-effectiveness is achieved through strong collaboration with on-going projects and donors via leveraging parallel investments and co-financing for all project components (see Partnerships Section). Continuing work with already engaged technical partners such as IUCN, CORDIO and Cousteau Institute are seen to be strategic. Further using existing government structures and staff for implementation of the project, and particularly strengthening the newly established MHUPE/DEDD MPA Management Unit are envisaged. It is noted that full government support for the project and its activities after establishment in the project framework are needed to ensure sustainability.

148. During implementation, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximize the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Board to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.

149. When hiring third party consultants, the project will follow a standard recruitment and advertising process to have at least three competitors for each consultant position. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for optimal price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness.

150. Expenses will be accounted for according UNDP rules and in line with the GEF policy. The project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNDP and GEF. Co-location of the PMU with the MHUPE/DEDD MPA Management Unit will also deliver significant cost-effectiveness in terms of reducing the need to hire technical staff within the PMU.

5.2. Risks to the project and social & environmental safeguards

151. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Critical risks and related management responses will also be reported to the GEF in the annual PIR. Overall eight (8) risks have been identified, of which seven (7) were identified at PIF stage, and one was added during the PPG stage. Of these 8 risks, 3 were ranked as High, 2 as Moderate, and 3 as Low. Please see the full risk assessment and log in Annex H.

152. The UNDP Social and Environmental Screening Procedure (see the full assessment in Annex G) conducted during the PPG concluded that the project has a **low risk rating regarding any (unintended) social and environmental impacts**. There is very limited social risk, with the exception that gender needs to be a special focus. While this places adequate

consideration on differential needs of men or women and other disadvantaged groups, it is, however, noted that a dedicated gender focus needs to be maintained, which shall be the responsibility of the PMU.

153. The project design allows equitable distribution of benefits, resources and rights. Furthermore, priority is accorded in ensuring that the elements of gender transformation and gender targeting are taken on board by increasing participation of women and marginalized groups in activities related to engagement in MPA management and income generating activities and accruing benefits related to them.

154. A specific social risk newly identified and substantiated during the PPG related to the reduced access to free resources by creating MPAs. While this risk was considered very relevant by local resource users and decision-makers, it was also clear that all people consulted understood the benefits from creating MPAs. The project specifically addresses this risk by placing strong emphasis on community engagement during project implementation, in support of MPA management, artisanal fisheries development and management and further livelihood opportunities. Basic investments will have to be made upfront into setting up representative and democratic community institutions which can engage meaningfully in the project.

155. Likewise, the nature of the project does not pose any significant environmental risk. Instead it promotes environmental safety by ensuring concerted conservation and seascape management actions that will help ameliorate the threats posed by the rapid development of the port facilities, maritime transportation routes and overall usage of the marine natural resources and biodiversity in Djibouti. Component 1 of the project *Strengthening the effectiveness of Djibouti's MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors* is investing into strengthening an effective multistakeholder management response, as well as to build capacities in sectors traditionally not necessarily so mindful about conservation, to take responsible actions. Component 2 *Expanding the national MPA network and strengthening MPA management at site level* formally increases the marine conservation area and invests into improving MPA management on the ground. By improving MPA management, important biodiversity areas will be more specifically protected from overuse and destruction, and heavier penal systems will apply. Component 3 will leverage a sustainable financing mechanism for marine biodiversity and protected areas, directly working with industry and business to contribute financially in support of improved marine area management.

156. In line with UNDP standard procedures, the Project will set up and manage a Grievance Redress Mechanism (GRM) as recommended by UNDP (2014) that would address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the PMU. It will comply with the following requirements:

- *Uptake. The GRM will have multiple uptake locations and channels.* PAPs in the project areas will be able to submit complaints or suggestions to PMU or members of SC in person, via mail, email, via special page of the project web-site, and phone. These channels will be locally-appropriate, widely accessible and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas.
- *Sort & process. All grievances will be registered by PMU.* All complaints submitted to PMU or members of SC will be registered by the PMU and the complaint will be assigned a unique tracking number upon its submission. PMU will maintain a database with full information on all submitted complaints and responses taken. These data are important to assess trends and patterns of grievances across the Project regions and for monitoring & evaluation purposes.
- *Investigate & act. Strict complaint resolution procedures will be developed and observed, and personnel at the PMU will be assigned to handle the grievances.* PMU will develop clear and strict grievance redress procedures, and assign responsibilities. To the extent possible, complaints will be handled at the level of PMU, as close as possible to the complainant. Difficult situations and conflicts will be brought to the attention of SC and UNDP CO if PMU is unable to find appropriate solution. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project areas.
- *Provide feedback. Feedback will be provided in response to all registered grievances.* PMU will provide feedback by contacting the complainant directly (if his/her identity is known), by reporting on actions taken in community consultations and/or by publishing the results of the complaints on the Project web-site, local newspapers and as part of project materials.
- *Enable appeals. Complainants will be notified of their right to appeal the decision taken by the PMU.* If complainants are not satisfied with PMU response to their grievance, they will be able to appeal the PMU decision to members of SC and UNDP CO via mail, e-mail or the Project web-site.

- *Monitor & Evaluate.* The performance of the GRM will be regularly monitored. As all information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR.

5.3 Sustainability and Scaling Up

157. Sustainability: *Environmental sustainability* is the primary objective of the project as it is focused on strengthening the institutional and individual capacities to achieve long-term ecologically sustainable management of key biodiversity in Djibouti through the expansion and effective management of a system of MPAs, for marine biodiversity in the country to resist the pressures arising from new coastal development and related maritime activities (port operations, shipping, fisheries). The dimension of capacity development and institutional strengthening is crucial to the sustainability of results and will be a priority throughout project implementation. *Institutional sustainability:* after the establishment of a service/unit in charge of MPAs under the restructured MHUPE, instilled through the predecessor marine PA project (GEF # 3713) this new project will retain and further consolidate capacity and knowledge developed through the project. Institutional sustainability will be improved through the strengthening/operationalisation of key institutions relevant for the long-term effectiveness of the MPA system: most notably the DEDD including the unit dedicated to the MPA system, and the National Environment Fund or relevant mechanism, but also CERD and the National Tourism Office; Department of Maritime Affairs; the Ports of Djibouti will be engaged to strengthen their work on maritime environmental management. Through the establishment of a high-level multi-stakeholder committee specific political support will be leveraged. These will be critical to support and strengthen the collaborative planning processes to integrate biodiversity concerns into the development planning of the sectors that impact on it and to support the implementation of MPA management plans in the long term, as well as to affect policy and investment decisions towards taking pro-conservation and sustainability pathways. *Financial sustainability* will be improved by leveraging access to an autonomous and sustainable source of financing that will enable better planning of the MPA management system in the long term at the system and site levels, that will allow continuous on-site presence which will contribute to discourage illegal and harmful activities and, if needed, to enforce existing regulations, and ensure a continuous monitoring of the status of biodiversity resources which will allow to take timely corrective management measures. *Social sustainability* will be encouraged through the adoption of a participatory decision-making approach for planning and implementing the management of MPAs, and the development of income-generating activities that will contribute to alleviate the pressures on marine biodiversity due to detrimental activities that are associated with poverty, unemployment and lack of alternatives.

158. Potential for scaling up: The project provides for replication and innovation through a combination of approaches. The establishment and capacity building of a new institution in charge of MPAs allows for pilot solutions that are developed and found successful in one MPA to be used for other MPAs in the network. This unit will be able to replicate actions successfully across the entire MPA system once its capacity is improved. As part of its knowledge sharing /communication approach, the project will also support a system of cross-learning among the various MPA management teams (managers and ecoguards) across the system through constant communication and participatory assessment of the project's achievements. The project will also document each project output, new approaches and processes, main results and lessons learned, and guidance and tools developed during the project implementation will be shared once technically validated. Project coordinator or staff in charge of communication will ensure that this information is made available to the various stakeholder groups to support better MPA management. At the regional level, linking the project with PERSGA and similar efforts by UNEP, WB, IUCN and IGAD will feed any relevant research and success stories to other similar interventions, e.g. in Sudan.

VI. PROJECT RESULTS FRAMEWORK

<p>This project will contribute to the following Sustainable Development Goal (s):</p> <p>Goal 1 ending poverty: through rural development opportunities provided by community-engagement and livelihood improvement interventions at several MPAs and adjacent areas e.g. through community-management, learning, income-generating activities from eco-tourism, possibly sustainable reef fish collection, mariculture food-for-work opportunities a.o.. Furthermore the project touches on Goal 2 - food security and Goal 8 -decent work and economic growth. Goals 12 Sustainable Consumption and Production patterns will address both, reducing demand for unsustainable fishing, pollution and other threats posed in the maritime areas of Djibouti and the port. Goal 14 Life below Water: Numerous efforts are made through the project to improve marine ecosystem and biodiversity management through the improvement of management effectiveness of existing MPAs as well as the expansion of the MPA network and area. Goal 16 Peaceful and inclusive development: is especially embedded into project through brokering a multi-stakeholder interface, including local communities, government and private sector, national and international.</p>					
<p>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</p> <p>Focal Area 3: Resilience of populations to natural hazards and food insecurity</p>					
<p>This project will be linked to the following output of the UNDP Strategic Plan 2014-2017:</p> <p>Output 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.</p>					
Objective:	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
Enhance the resilience of Djibouti's marine biodiversity through increasing institutional capacity, enhancing financial sustainability and management effectiveness of the MPA system, and mainstreaming marine biodiversity into key maritime sectors	<p>Indicator 1. Good status maintenance or positive trends in marine and coastal indicator species: records of whale sharks, population density and size of grouper species and napoleon wrasse, records of dugong, sea turtle nesting tracks and successful nesting attempts, and seabird numbers</p> <p>Indicator 2. Coral reef health status in MPAs as measured by: Proportion of benthic habitat covered by live coral assemblages, versus bleached corals, algae and non-living substrate (transects); # of coral recruits per m2; grazer fish diversity and abundance.</p> <p>Indicator 3. Scores of the Capacity Development Scorecard (CDS) for PA Systems (individual, institutional and systemic capacities in PA management)</p>	To be defined at project start, considering also recent surveys from Cousteau Society and KAI Marine.	Maintained	Maintained to +10%	<p>Science teams can be mobilised using same survey standards</p> <p>Maintenance of the largely good conservation status would be a success given the mounting pressures</p> <p>Science teams can be mobilised using same survey standards</p> <p>Maintenance of the largely good conservation status would be a success given the mounting pressures</p>
Outcome 1.1: A unit dedicated to the management of MPAs is institutionalized within the restructured MHLUE, has adequate capacities for planning, coordinating, managing, monitoring and evaluating the system of MPAs in collaboration with relevant stakeholders, and is supported	<p>Indicator 4. Established management</p>	<p>To be defined at project start, considering also recent surveys from Cousteau Society and KAI Marine.</p> <p>Total: 31/93 (33.3%)</p>	<p>Maintained</p> <p>+15% over baseline</p>	<p>Maintained to +10%</p> <p>+30% over baseline</p>	<p>Improved operational and HR investments will add significantly to improving CDS.</p>
		<p>Institutional capacity: 1.7/45 (37.8%)</p> <p>Individual capacity: 5/21 (23.8%)</p>	(a) Unit operational	(a) Unit operational and	Gender strategy will be

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<p>in its mission by capacitated collaborators in line with their responsibilities, especially regarding law enforcement.</p> <p>Outcome 1.2: Strengthened MPA management effectiveness allows engagement with a wide range of stakeholders, including those economic sectors having adverse impacts on marine and coastal biodiversity related to port developments and operations, including maritime traffic.</p>	<p>structures and gender HR</p> <p>(a) MPA management unit officially established</p> <p>(b) Number of professional staff (male/female)</p> <p>Indicator 5. Number of key impact sector partners</p> <p>(a) participating in multi stakeholder committee</p> <p>(b) contributing to sustainable financial mechanism</p>	<p>(b) Female: 0 Male: 0</p> <p>(a) No multi-stakeholder committee in place.</p> <p>(b) No partners supporting PA finance</p>	<p>(b) Female: 2 Male: 2</p> <p>(a) 5 partners actively involved</p> <p>(b) 3 financing partners</p>	<p>with recurrent budget</p> <p>(b) Female: >4 Male: >4</p> <p>(a) 10 partners actively involved</p> <p>(b) 6 financing partners</p>	<p>implemented within MHUPE.</p> <p>Partners are actively participating and giving this project and its subject matter a high priority.</p> <p>Highest political support is rendered to increase convening power.</p> <p>MSP is successfully finalized and expanded in scope from initial IUCN-ICAD-BMP study.</p>
<p>Outcome 2.1: Djibouti's MPA system expanded to add the Gulf of Ghoubet and the marine/coastal stretch of Sagalou/Kalaf to the adjacent already-existing Arta Plage MPA to form one large management unit; another unit of marine protected area will be established at Sable Blanc and Ras Ali.</p>	<p>Indicator 6. # of partners in key impact sectors who are effectively implementing and enforcing sectoral management plans in accordance with the Marine Spatial Plan including marine BD and MPA considerations</p> <p>Indicator 7. Key impact sector policies/strategies/regulatory frameworks that effectively incorporate the Marine Spatial Plan and marine biodiversity and MPA considerations</p> <p>(a) # adopted</p> <p>(b) # effectively implemented</p>	<p>0 partners in key impact sectors</p> <p>(a) 0 adopted</p> <p>(b) 0 effectively implemented</p>	<p>5 partners in key impact sectors</p> <p>(c) 2 adopted</p> <p>(d) 1 effectively implemented</p>	<p>15 partners in key impact sectors</p> <p>(e) 4 adopted</p> <p>(f) 2 effectively implemented</p>	<p>Development/ review cycles of key instruments fall within the project implementation period.</p> <p>Formal gazettement of new MPAs will be fast tracked. Political willingness to declare these new CMPAs remains</p>
<p>Outcome 2.2: Increased management effectiveness for Djibouti's MPAs provides greater protection to globally significant habitats and species over approx. 83,555 ha of</p>	<p>Indicator 8. Area (ha) of coastal and marine habitats (coral reef, mangrove, seascapes, etc.) covered by the legally designated marine PA system of Djibouti</p> <p>Indicator 9. Improved management effectiveness of MPAs evidenced by increased METT Score</p>	<p>51,880 ha in 3 already-gazetted MPAs</p> <p>Septs-Freres: 34/96 Moucha-Maskali: 34//96 Haramous-Douda: 36/96 Arta: 40/96 Ghoubet El Karab: 21/96 Sagalou-Kalaf: 19/96 Sable Blanc: 24/96</p>	<p>1 new area legally added to the MPA estate (new MPA of Arta Plage), expanding the MPA estate by 7,040 ha to a total coverage of 58,920 ha</p> <p>Septs-Freres: 40/96 Moucha-Maskali: 40/96 Haramous-Douda: 40/96 Arta: 40/96 Ghoubet El Karab: 35/96 Sagalou-Kalaf: 35/96</p>	<p>3 further new areas legally added to the MPA estate, expanding the MPA estate by a total of 31,675 ha to a total coverage of 83,555 ha</p> <p>Septs-Freres: 55/96 Moucha-Maskali: 55/96 Haramous-Douda: 55/96 Arta: 55/96 Ghoubet El Karab: 45/96 Sagalou-Kalaf: 45/96 Sable Blanc: 45/96</p>	<p>Improved infrastructure, management and surveillance investments will add significantly to improving METT. MPAs considered important management tools for seascape and not degraded to paper parks.</p>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
seascape.					Political support of MPAs increased.
Outcome 2.3: Direct and indirect benefits to local communities and stakeholders create tangible incentives to support marine biodiversity conservation objectives, most notably through the development of sustainable and MPA-compatible artisanal fisheries and tourism.	Indicator 10. Number and revenue of (a) biodiversity-friendly artisanal fishermen and (b) community based tourism businesses Indicator 11. Number of male and female beneficiaries	To be defined at project start 0	Numbers increased by 5+5 Revenue represents one regular monthly salary per fishermen and tourism business 300 male+300 female	Numbers increased by 10+10 Revenue represents 3 regular monthly salaries per fishermen and tourism business 1000 male+1000 female	Demonstration projects are executed with partners and beneficiaries esp. from local communities.
Outcome 3.1: National Environment Fund (or an alternative mechanism/ structure) is set up, captures income from national sources and disburses regular financing towards the national PA system, helping to reduce the financing gap.	Indicator 12. Funding gap for management of MPAs, as evidenced by the Financial Score Card Indicator 13. Financial Scorecard Score	\$100,623/yr gap under Basic Scenario \$2,996,623/yr gap under Optimal Scenario 22/225 (10%)	\$0/yr gap under Basic Scenario \$2,000,000/yr gap under Optimal Scenario 40/225	\$0/yr gap under Basic Scenario \$1,000,000/yr gap under Optimal Scenario 80/225	Stand-alone and independent funding mechanism will be pursued, or at least a dedicated financing line for marine (protected) areas will be included in overall National Environmental Fund.
Outcome 4.1. Rigorous M&E allows effective adaptive management during project implementation	Indicator 14. Project Implementation Report/PIR (a) PIR quality as per independent evaluator (b) RTA PIR recommendations reflected in project management Indicator 15. # and % of recommendations that were integrated in annual project planning and implemented (a) from annual internal reviews of project performance (b) from the independent MTR	N/A N/A	At least 5 RTA rating positive (a) at least 5 and 50% (b) N/A	HS RTA rating positive (a) at least 10 and 100% (b) at least 5 and 80%	Other stakeholders are interested in the lessons learned by this project
Outcome 4.2: Lessons learned by the project are made publicly available to national stakeholders and shared with international peer projects.	Indicator 16. Number of project lessons published and disseminated on mitigating sector pressures on marine and coastal biodiversity and strengthening national MPA systems	0	2	5	
Outcome 4.3: Measurable socio-economic	Indicator 17. # of items achieved of Gender Action Plan	0	50%	100%	

and equity benefits to women from short-term project activities and its long term impacts.	Objective and Outcome Indicators Indicator 18. % of women among all participants of the project activities, including M&E	Baseline 5%	Mid-term Target >20%	End of Project Target >30%	Assumptions Women are interested to participate in the project directly
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VII. MONITORING AND EVALUATION (M&E) PLAN

159. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. This will be supported especially through the implementation of GEF Component 4 (UNDP Outcome 4) *Gender mainstreaming, Knowledge Management & M&E* – which will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

160. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies.

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

M&E Oversight and monitoring responsibilities:

162. 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 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.

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

164. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The 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 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.

165. Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. 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 by and generated by the project supports national systems.

166. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent*

mid-term review 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.

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

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

169. 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.

Audit

170. The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.²⁵

Additional GEF monitoring and reporting requirements:

171. 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:

- Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
- Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- Review the results framework and finalize the indicators, means of verification and monitoring plan;
- 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;
- 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; the gender strategy; the knowledge management strategy, and other relevant strategies;
- Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- Plan and schedule Project Board meetings and finalize the first year annual work plan.

172. 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 Board.

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

²⁵ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

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

175. Lessons learned and knowledge generation: The project has a dedicated Component 4 on this aspect. Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

176. GEF Focal Area Tracking Tools: The relevant standard GEF-6 Tracking Tools (BD) will be used to monitor global environmental benefits of the project results. The baseline/CEO Endorsement GEF Tracking Tools – submitted in Annex F1-3 to this Project Document – will be updated by the Project Manager/Team and shared with the Mid-Term Review consultants and Terminal Evaluation consultants (not the evaluation consultants hired to undertake the MTR or the TE) before the required review/evaluation missions take place. The updated BD GEF Tracking Tools will be submitted to the GEF along with the completed Mid-Term Review report and Terminal Evaluation report.

177. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

178. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The TE 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 TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the TE process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

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

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

Table 6. Mandatory GEF M&E Requirements and M&E Budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁷ (USD)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	\$4,000		Within two months of project document signature
Inception Report	Project Manager & CTA	None. Pro rata of PM salary & CTA fee not counted	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
Monitoring of gender and project indicators in results framework	Project Manager, CTA, Gender & Community Engagement Expert, CERD M&E Expert	\$15,000 = 1,000*5yrs Gender Expert + 2,000*5yrs CERD M&E Expert Pro rata of PM salary & CTA fee not counted	None	Annually
GEF Project Implementation Report (PIR)	Project Manager, CTA, UNDP Country Office and UNDP-GEF team	None. Pro rata of PM salary & CTA fee & UNDP staff not counted	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	\$7,500 = 1,500*5yrs	None	Annually or other frequency as per UNDP Audit policies
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager, CTA, UNDP CO	None. Pro rata of PM salary & CTA fee & UNDP staff not counted	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None	None	On-going
Project Board meetings	Project Board UNDP Country Office Project Manager	\$5,000 = 1,000*5yrs	None	Annually
Supervision missions	UNDP Country Office	None ²⁵	None	Annually
Oversight missions	UNDP-GEF team	None ²⁵	None	Troubleshooting as needed
Knowledge management	Project Manager, CTA & Communications Expert	\$30,000 Communications Expert Pro rata of PM salary & CTA fee not counted	None	Annually
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated by DEDD & CERD	Project Manager, CTA & CERD M&E Expert, UNDP-GEF team	\$2,500 CERD M&E Expert	None	Before MTR mission takes place.

²⁷ Excluding project team staff time and UNDP staff time and travel expenses.

²⁵ The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁷ (USD)		Time frame
		GEF grant	Co-financing	
		Pro rata of PM salary & CTA fee & UNDP staff not counted		
Independent Mid-term Review (MTR) and management response	MTR Local and International Consultants, UNDP Country Office, PM, CTA, UNDP-GEF team	\$40,000 = 30,000 IC, 10,000 LC Pro rata of PM salary & CTA fee & UNDP staff not counted	None	Between 2 nd and 3 rd PIR.
Terminal GEF Tracking Tool to be updated by DEDD & CERD	Project Manager, CTA & CERD M&E Expert, UNDP-GEF team	\$2,500 CERD M&E Expert Pro rata of PM salary & CTA fee & UNDP staff not counted	None	Before TE mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	TE Local and International Consultants, UNDP Country Office, PM, CTA, UNDP-GEF team	\$40,000 = 30,000 IC, 10,000 LC Pro rata of PM salary & CTA fee & UNDP staff not counted	None	At least three months before operational closure
M&E / KM related travel expenses	Project team and experts	\$18,000	None	
Translation of MTR and TE reports into English/or French	UNDP Country Office	\$8,000 = \$4,000 each	None	
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		\$172,500		

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

181. Roles and responsibilities of the project's governance mechanism: The project will be implemented over a period of five years following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Djibouti, and the Country Programme.

182. The **Implementing Partner** for this project is the Ministry of Housing, Urban Planning and Environment (MHUPE) of Djibouti. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The Implementing Partner is responsible for: approving and signing the multi-year 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.

183. The project organisation structure²⁹ is as follows:

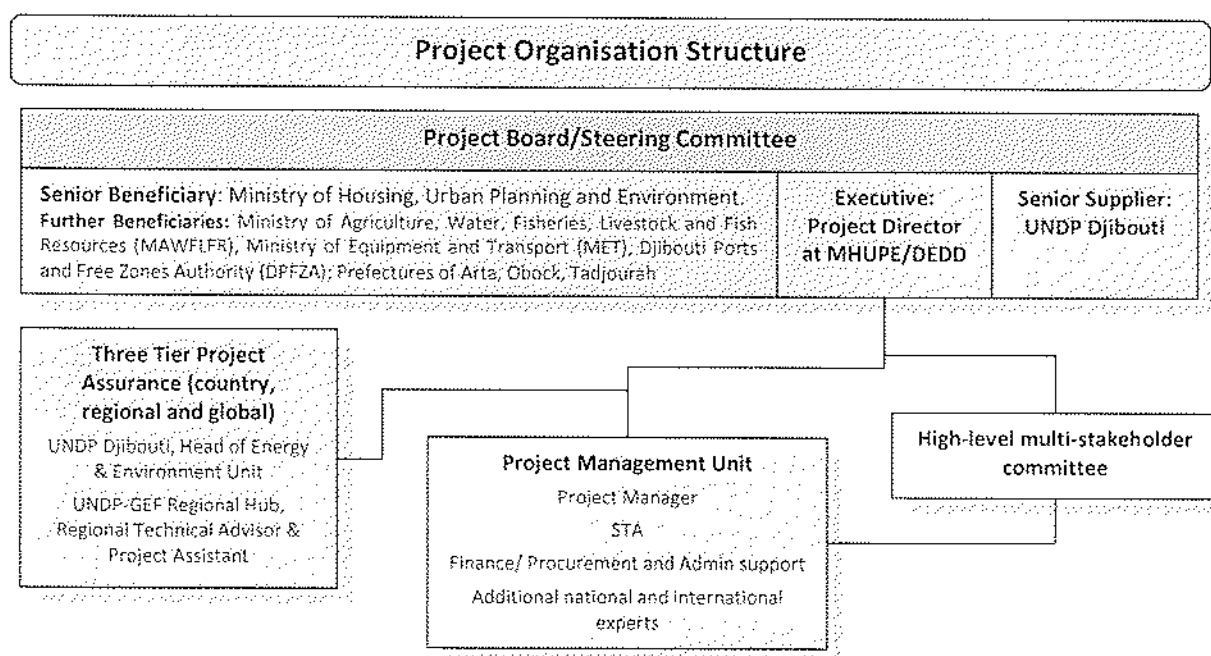


Figure 2. Project organisation structure.

184. The **Project Board** (also called **Project Steering Committee**) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner

²⁹ Definitions: *Executive*: an individual who represents ownership of the project and chairs the Project Board. This role can be held by a representative from the Government. 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. *Senior Supplier*: an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. *Senior Beneficiary*: an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society.

approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP's ultimate accountability, 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 Programme Manager. The composition and terms of reference of the Project Board are contained in Annex E.

185. Specific responsibilities of the 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 workplan;
- 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

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

187. The **Executive** is an individual who represents ownership of the project who will chair the Project Board. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive is: The Project Director at MHUPE. 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.

188. Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation 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;
- Organise and chair Project Board meetings.

189. The **Senior Supplier** is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Supplier is: UNDP.

190. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- 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.

191. The **Senior Beneficiary** is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the

government or civil society. The Senior Beneficiary is: Ministry of Housing, Urban Planning and 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.

192. Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on 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.

193. 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.

194. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board. 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;
- 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.

195. **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 Board 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. This project oversight and quality assurance role is covered by the GEF Agency.

196. A **multi-stakeholder committee** will be established. This will include technical representatives of MHUPE/DEDD, Ministry of Agriculture, Water, Fisheries, Livestock and Marine Resources (MAWFLMR), Ministry of Equipment and Transport (MET), Djibouti Ports and Free Zones Authority (DPFZA), Chamber of Commerce, SME, Home Industries and Tourism, the National Research Center (CERD) and the Prefectures of Arta, Obock, Tadjourah. Further invitations will be extended to relevant non-governmental and private sector entities.

197. Governance role for project target groups. The representatives of the Regional Councils/Governments of Obock, Tadjourah, Arta and Djibouti are broadly delegated to represent the project target groups on the national Project Board/Steering Committee. Elected representatives of community entities involved in the project will represent the concerns of the local communities in the implementation of the projects activities in the intervention areas. Relevant community representation will be determined during the inception phase. All representation shall take into consideration gender needs and concerns. One community representative, possibly in the form of a community association, will be invited to serve on the Project Board. All local level interventions and community projects will be based on locally identified priorities and scoped, planned and implemented with community representatives. The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the project work plan. It will also establish a basis for further consultation as the project's implementation commences. The Project Management Unit (PMU) will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. Overall, the projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

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

199. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order 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 Policy³⁰ and the GEF policy on public involvement³¹.

200. Project Management: The Project Manager will be supported by a Procurement and Accounting Officer, and together they form the Project Management Unit (PMU). The PMU will be housed at the MPA Management Unit within MHUPE/DEDD. The project is supported through a Chief Technical Advisor (CTA), on a part-time basis. The CTA will be based within the PMU. The TORs for the Project Manager, the CTA and the Financial and Admin Officer are included in Annex E.

201. Grants issued by the project will have to follow the UNDP Micro-Capital Grants Policy in Annex R.

³⁰ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

³¹ See https://www.thegef.org/gef/policies_guidelines

IX. FINANCIAL PLANNING AND MANAGEMENT

202. The total cost of the project is USD \$15,212,374. This is financed through a GEF grant of USD 2,822,374 and USD 12,390,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

203. UNDP Direct Project Services as requested by Government. As per the Letter of Agreement in Annex M signed between the Government of Djibouti and the UNDP Country Office in Djibouti, the latter will provide direct project implementation services and charge Direct Project Costs to the project in line with the corresponding budget lines in Section X TOTAL BUDGET AND WORK PLAN for the following services:

- Provides administrative support by reviewing and processing requests in discrete area or several areas of Operations such as procurement, finance travel, logistics, general services related to project
- Drafts correspondence and reports covering these areas in accordance with standard office procedures and respective administrative guidelines, including NEX.
- Processes procurement of project and office supplies and equipment; obtains quotations and bids, reviews, clears for submission to Administrative Analyst;
- Prepares purchase orders for certification and approval.
- Verifies goods are received in good condition, tracks, ensures payment received.
- Process finance payment request of project and keep track of expenditures
- Keep abreast of changes in finance/administration rules and regulations
- Acts as petty cash custodian for the project
- Undertakes various clerical tasks regarding financial report preparation
- Performs other duties as required.

204. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the 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 Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- Introduction of new budget items/or components that exceed 5% of original GEF allocation.

205. 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).

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

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

208. 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 Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed.

209. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, the 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 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 life of a project. In all cases of transfer, a transfer document must be prepared and kept on file³².

210. Financial completion: The project will be financially closed when the following conditions have been met:

- The project is operationally completed or has been cancelled;
- The Implementing Partner has reported all financial transactions to UNDP;
- UNDP has closed the accounts for the project;
- UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

211. 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.

³²

See https://pop.unep.org/ layouts/15/WepiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx &action=default.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan		Atlas Primary Output Project ID:	00107267
Atlas ³³ Proposal or Award ID:	00106632		
Atlas Proposal or Award Title:	Mitigating key sector pressures on marine and coastal biodiversity and further strengthening the national system of marine protected areas in Djibouti		
Atlas Business Unit	DJ110		
Atlas Primary Output Project Title	Marine Coastal Biodiversity		
UNDP-GEF PIMS No.	PIMS 5560		
Implementing Partner	MHUPE/DEDD		

GEF Outcome/ Atlas Activity	Resp. Party/ Impl. Agency	Fund ID	Donor Name	Atlas Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget Note:
Outcome/ Component 1. Strengthening the effectiveness of Djibouti's MPA system through enhanced capacity of all stakeholders, including dialogue to mainstream biodiversity into maritime sectors	MHUPE/ DEDD	62000	GEF TF	71200	International Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	1
				71400	Contractual Services - Individ	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$48,000	2
				72100	Contractual Services-Companies	\$30,000	\$30,000	\$30,000	\$20,000	\$20,000	\$130,000	3
				71600	Travel	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$45,000	4
				72200	Equipment and Furniture	\$70,000	\$20,000	\$20,000	\$10,000	\$0	\$120,000	5
Outcome/ Component 2. Expanding the national MPA network and strengthening MPA management at site level	MHUPE/ DEDD	62000	GEF TF	72400	Communications & Audio Visual Equip	\$4,000	\$4,000	\$0	\$0	\$0	\$8,000	6
				72500	Supplies	\$4,801	\$4,800	\$4,800	\$4,800	\$4,800	\$24,001	7
				74200	Audio Visual & Print Production Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	8
				75700	Training and workshops	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$80,000	9
					Total Outcome 1.	\$163,401	\$113,400	\$109,400	\$89,400	\$79,400	\$555,001	
					% over PROJECT TOTAL							20%
					International Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	1
					Contractual Services - Individ	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$48,000	2
					Contractual Services - individ	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	10
					Contractual Services - Individ	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	11
	Contractual Services - Individ	\$28,800	\$28,800	\$28,800	\$28,800	\$0	\$115,200	12				
	Travel	\$16,200	\$16,200	\$16,200	\$16,200	\$16,200	\$81,000	13				
	Equipment and Furniture	\$117,000	\$219,000	\$60,000	\$25,000	\$25,000	\$446,000	14				
	Contractual Services - Companies	\$73,000	\$122,275	\$126,000	\$63,000	\$10,000	\$394,275	15				
	Grants	\$20,000	\$40,000	\$40,000	\$40,000	\$40,000	\$180,000	16				
	Training and workshops	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$80,000	17				
	Total Outcome 2	\$315,600	\$486,875	\$331,600	\$233,600	\$151,800	\$1,519,475	54%				
	% over PROJECT TOTAL											

³³ See separate guidance on how to enter the TBWP into Atlas

Outcome/ Component 3: Sustainable financing for marine biodiversity and the national protected areas system	MI/PU/ DEDD	62000	GEF TF	71200	International Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	1			
				71400	Contractual Services - Individ	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400	\$32,000	2			
				71400	Contractual Services - Individ	\$50,000	\$30,000	\$30,000	\$30,000	\$20,000	\$180,000	18				
				71600	Travel	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$18,000	19				
				75700	Training and workshops	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	20				
				Total Outcome 3				\$85,000	\$85,000	\$65,000	\$65,000	\$55,000	\$355,000			
				% over PROJECT TOTAL									13%			
				Outcome/ Component 4: Gender mainstreaming, knowledge management and M&E	MHUPE/ DEDD	62000	GEF TF	71200	International Consultants	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	1
								71400	Contractual Services - Individ	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$16,000	2
								71400	Contractual Services - Individ	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	11
71300	Local Consultants	\$10,000	\$10,000					\$10,000	\$10,000	\$10,000	\$30,000	21				
71200	International Consultants		\$30,000					\$30,000	\$30,000	\$30,000	\$60,000	22				
71300	Local Consultants		\$10,000					\$10,000	\$10,000	\$10,000	\$20,000	23				
74100	Professional Services	\$3,500	\$3,500					\$3,500	\$3,500	\$3,500	\$30,500	24				
71600	Travel	\$3,600	\$3,600					\$3,600	\$3,600	\$3,600	\$18,000	25				
75700	Training and workshops	\$5,000	\$1,000					\$1,000	\$1,000	\$1,000	\$9,000	26				
Total Outcome 4								\$40,300	\$26,300	\$82,800	\$82,800	\$82,800	\$258,500			
% over PROJECT TOTAL									9%							
PROJECT w/o PMC				\$604,501	\$711,575	\$586,800	\$414,300	\$369,000	\$2,687,976							
Project management	MHUPE/ DEDD	62000	GEF TF	64397	Services to Projects - Staff	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	27				
				74596	Services to Projects - GOE for CO	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	28				
				71400	Contractual Services - Individ	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	10				
				71400	Contractual Services - Individ	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$16,000	2				
				72200	Equipment and Furniture	\$8,000	\$2,000	\$1,000	\$1,000	\$0	\$12,000	29				
				72500	Supplies	\$2,398	\$1,000	\$1,000	\$1,000	\$1,000	\$6,398	30				
				Total Project Management				\$33,598	\$26,200	\$25,200	\$24,200	\$24,200	\$134,398			
				% over PROJECT w/o PMC									5.0%			
				% over PROJECT TOTAL									4.8%			
				PROJECT TOTAL				\$637,595	\$787,775	\$614,000	\$439,500	\$393,200	\$2,822,374			

Budget Notes

1	Chief Technical Advisor – part-time over 5 years @ USD 50,000/year – 30% under each of Components 1-3 and 10% under Component 4. Provides critical support to all technical and M&E aspects of the project, including inter alia on vision building, institutional and policy framework for MPA management unit and sector mainstreaming, sector engagement, marine spatial planning, communications, capacity needs assessments, capacity development plan, capacity development, PA management interventions, PA finance assessments, operationalisation of the national environment fund and related financing solutions, M&E including support to annual, mid term and terminal reporting, support to establishment of monitoring and database and systems with CERD, and the development of key knowledge management products (best practice compilation, setup of project/govt MPA/CHM website, project stories and lessons learned).
2	Project Manager, full-time over 5 years @ USD 32,000/year – 30% under each of Components 1-2, 20% under Component 3, 10% under Component 4, and 10% under PMC.
3	Marine Biodiversity Specialist Team: manifold technical delivery support for: trainings according to capacity development plan, especially on PA system planning and management; sector mainstreaming, marine spatial planning and related implementation support; actual multi stakeholder/ sector engagement; monitoring and database and systems, sector

4	specific research – on demand and related to the multi-stakeholder team or other expert work. These will be commissioned out as work packages to teams of national and international experts and institutions including IUCN, CORDIO, Cousteau, CERD as relevant.
5	Travel budget for project team, MHUPE/DEDD MPA management unit, the multi-stakeholder team and partners, and additional experts involved in Component 1 – covering vehicle and sea transport and DSA, including for travel to training events, including possible international travel. Per year: 24 * 600km * \$0.25 km-fuel charge + DSA for 12 * 3 pax * 3 days @ \$50.
6	2 vehicles @ USD 50,000 shared 50/50 between Comp 1 and 2 (assigned to Yr 1), in addition to relevant office (furniture) and field and communication equipment (GPS, radios, drones, etc.) needed by the project team and MHUPE/DEDD MPA central management unit, including for monitoring and surveillance also beyond marine PAs.
7	Equipment needed for trainings, such as beainers, screens etc.
8	Office supplies incl. materials needed for communication, and printer cartridges, paper, stationery, visualization materials for training and workshops, flipcharts. This is both for the project team and MHUPE/DEDD MPA management unit.
9	Cost for communication & material development and printing, including of brochures and information materials, training materials.
10	Training workshops and meetings under the capacity development plan, including in-house trainings using MHUPE facilities as well as external trainings. Also training workshops and meetings of the Multi-Stakeholder Platform (at least 4 regular meetings and training events per year) and related to the implementation of the communication plan and stakeholders.
11	Finance & Admin Officer full-time over 5 years @ USD 20,000. Responsible also for delivery of small-grants facility. Hence shared 50/50 between PMC and Comp 2
12	Gender and Community Engagement Expert, 5 yrs @ 20,000/yr, shared 50/50 between Components 1 and 2. Will be in charge of community engagement, small grants oversight on site, as well as of implementing and mainstreaming the gender strategy and conducting gender-related M&E
13	Allocations to pay for local ecoguards with a focus on the MPAs to be newly established, until such salaries and allocations are incorporated into standard government budgeting at MHUPE/DEDD for the MPA Management Unit. 8 ecoguards @ \$300/m * 4 of 5 years
14	Travel budget for project team, MHUPE/DEDD MPA management unit, the multi-stakeholder team and partners, and additional experts involved in Component 2 - covering vehicle and sea transport and DSA, including for travel to training events, including possible international travel. If appropriate, fuel will be purchased for the use of other available fleet (PMU as well as MHUPE/ other relevant partners e.g. at Prefectures), on a needs basis. Per year: 18 * 600km * \$0.25 km-fuel charge + DSA for 18 * 3 pax * 5 days @ \$50
15	2 vehicles @ USD 50,000 shared 50/50 between Comp 1 and 2, 2 smaller-scale surveillance boats @ \$30,000 and 1 high-sea capable boat @ 100,000; in addition to vehicle and boat maintenance (\$5,000/yr); management and field equipment at all MPAs (complementing already-existing investments), including tentatively: 100 PA signage panels (\$50,000); 35 demarcation buoys (\$84,000); 7 radio systems each with central unit and 5 handhelds (7*\$3,000); PA office equipment (7*\$5,000); surveillance equipment (10 drones @ \$2000), PA staff and ecoguard uniforms (\$1,000).
16	Construction at MPA sites, tentatively where required: basic PA offices (5*\$40,000); water tanks (5*\$1,600); latrines (5*\$2,000); mooring/anchoring points (20 * \$4,000); boat landings (Arta, Sable Blanc, Ghoubet; 3*\$20,000); beach/reef boardwalks for tourists (Sable Blanc \$39,275)
17	Alternative biodiversity friendly livelihood grants - see Annex R for a plan for the small grants facility, including UNDP's Micro-Capital Grants Policy that the project must follow. Trainings and awareness raising events with communities especially at newly established MPAs; refreshers for communities of already existing MPAs; training for MPA management teams.
18	International Contractual Services for special support to Outcome 3. (1) Assessment and recommendations on policy and institutional context for PA financing incl. of NEF and alternative; (2) assessment of financial needs for the national PA system; (3) Development of a strategy to mobilize new PA financing; (4) Support in operationalisation of the NEF or of a substitute mechanism with implementation of one PA finance solution; (5) Training on PA finance
19	Domestic travel budget for project team, MHUPE/DEDD MPA management unit and additional experts involved in Component 3. Per year: 6 * 600km * \$0.25 km-fuel charge + DSA for 6 * 3 pax * 3 days @ \$50.
20	Meetings and trainings related to component 3, incl to PA Unit, MPA managers, potential donors, beneficiaries
21	National KM Expert to support implementation of the KM Plan
22	As under the M&E budget: ICs for MTR and TE incl. travel
23	As under the M&E budget: Local consultants for MTR and TE
24	As under the M&E budget: Service contracts for national experts: Audit fees (USD 1,500/yr), annual project indicator monitoring including on gender (USD 2,000/yr, CERD), MTR TT (USD 2,500, CERD), MTR translation (USD 4,000), TE TT (USD 2,500, CERD), TE translation (USD 4,000).
25	As under the M&E budget: Domestic travel budget for project team, MHUPE/DEDD MPA management unit and additional experts involved in Component 4. Per year: 6 * 600km * \$0.25 km-fuel charge + DSA for 6 * 3 pax * 3 days @ \$50.
26	As under the M&E budget: Inception meeting (\$4000) and regular project board meetings (\$1000 each)

27	UNDP CO costs for the provision of administrative and professional financial, procurement and human resource management services to the project.
28	UNDP CO costs for the provision of administrative and professional financial, procurement and human resource management services to the project. Office equipment, computers, printers, telecoms equipment, other. PMU to be housed at MHUPE/DEDD MPA Management Unit – office space as well as basic office and operational infrastructure provided by MHUPE as co-financing contribution. Complementing what is allocated under Component 1, which also is intended to support the multi-stakeholder team and partners.
29	Office supplies, cartridges, paper, repairs
30	

Budget per Output under Component 2

Output	Planned Budget
Output 2.1: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ros Ali) The expansion areas are formalized, conservation objectives defined, boundaries and zoning validated with the various parties involved, including local communities, and the related decrees are submitted and approved.	Staff, Travel, Equipment & Furniture, Training & workshops +/- 5 % of total for C2 = USD 75.974
Output 2.2: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ros Ali) The new and expansion MPA areas are demarcated using landmarks and signage.	Staff, Travel, Equipment & Furniture, Training & workshops +/- 10 % of total for C2 = USD 151.948
Output 2.3: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ros Ali) MPA management tools (5-year management and financing plan, annual work plans and budgets) are developed with the participation of relevant stakeholders, and address fisheries and tourism components and surveillance.	Staff, Travel, Equipment & Furniture, Training & workshops +/- 5 % of total for C2 = USD 75.974
Output 2.4: (In the expanded/new MPA units Arta Plage/ Gulf of Ghoubet/ Sagallou-Kalaf and Sable Blanc/ Ros Ali) The new and expansion areas are equipped with infrastructure and equipment for transport, communication, surveillance, boot landings and mooring buoys (complementing investments already in place in the existing MPAs).	Staff, Travel, Equipment & Furniture, Contractual Services (companies) +/- 30 % of total for C2 = USD \$455,843
Output 2.5: (In all the MPAs in Djibouti including the new/expanded MPAs) Recruitment (as required) and significant training of PA management staff and guards, for community engagement, surveillance and environmental / biodiversity monitoring.	Staff, Travel, Equipment & Furniture, Training & workshops +/- 10 % of total for C2 = USD 151.948
Output 2.6: (In all the MPAs in Djibouti including the new/expanded MPAs) Implementation of new and existing management plans.	Staff, Travel, Equipment & Furniture, Training & workshops +/- 25 % of total for C2 = USD \$379,869
Output 2.7: (In all the MPAs in Djibouti including the new/expanded MPAs) Biodiversity-friendly sustainable livelihood options are identified and assessed for their feasibility and social acceptability, and implemented for the benefit of relevant communities in support of collaborative MPA management.	Staff, Grants +/- 15 % of total for C2 = USD 227.921

Financial Summary

Please see also the co-financing letters in Annex L.

	Yr1	Yr2	Yr3	Yr4	Yr5	Total
GEF TF	\$637,899	\$737,775	\$614,000	\$439,500	\$393,200	\$2,822,374
UNDP	\$0	\$0	\$0	\$0	\$0	\$0
Government of Djibouti	\$624,000	\$624,000	\$624,000	\$624,000	\$624,000	\$3,120,000
Government of Djibouti (PRAREV)	\$1,304,000	\$1,304,000	\$1,304,000	\$1,304,000	\$1,304,000	\$6,520,000

Government of Djibouti (PRMSRVCP/Islamic Development Bank)	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
World food Programme	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
IGAD-IUCN-Nature Djibouti (BMP)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Subtotal Co-finance	\$2,478,000	\$2,478,000	\$2,478,000	\$2,478,000	\$2,478,000	\$2,478,000	\$2,478,000	\$2,478,000	\$12,390,000
TOTAL	\$3,115,899	\$3,215,775	\$3,092,000	\$3,092,000	\$2,917,500	\$2,871,200	\$2,871,200	\$2,871,200	\$15,212,374

XI. LEGAL CONTEXT

212. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Djibouti and UNDP. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

213. This project will be implemented by the Ministry of Housing, Urban Planning and Environment (MHUPE) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

214. 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.

XII. RISK MANAGEMENT

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

- 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 out;
- assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

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

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

218. 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>).

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

220. 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.

221. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The

Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

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

223. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

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

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

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

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

228. *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.

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

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

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