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United Nations Development Programme

PROJECT DOCUMENT

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|---|--|
| Project Title: Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities | |
| Country: Timor-Leste | Implementing Partner: UNDP |
| Management Arrangements: Direct Implementation Modality (DIM) | |
| <p>UNDAF Outcome 1.4: People of Timor-Leste, particularly those living in rural areas vulnerable to disasters and the impacts of climate change, are more resilient and benefit from improved risk and sustainable environment management.</p> <p>Outcome 3.3: Rural resilience, livelihoods and food security improved through better production and postharvest management practices, better management of natural resources and ecosystems services including actions on climate change adaptation and mitigation</p> <p>Outcome 4.2: Public sector oversight, accountability and transparency institutions, mechanisms and processes strengthened.</p> | |
| <p>UNDP Strategic Plan Output: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</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> | |
| UNDP Social and Environmental Screening Category: Low Risk | UNDP Gender Marker: 1 |
| Atlas Project ID/Award ID number: 00109706 | Atlas Output ID/Project ID number: 00108967 |
| UNDP/GEF PIMS ID number: 5754 | GEF ID number: 9341 |
| Planned start date: September 2018 | Planned end date: August 2022 |
| LPAC date: 8 February 2018 | |

Brief project description: The project will assist the Government of Timor-Leste to achieve the national priorities it has set in its National Strategic Development Plan for 2011 to 2030, and in its current annual National Priorities **by enhancing national capacities**. This project is designed to build the capacity of the agencies to engage effectively together in the series of concurrent national assessment and planning exercises, the subsequent development and implementation of policies and substantial programme, and the monitoring of results and strengthening of future planning and actions. More specifically, this project will address specific cross-cutting capacity development priorities identified in the NCSA in order to catalyze Timor-Leste's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Thus, the goal of this project is for the Timor-Leste to be better enabled to meet their obligations under the three Rio Conventions. This requires the country to have the necessary capacities to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, *the objective of this project is to strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress.*

This project will be carried out via four linked components: Component 1 focuses on enhanced institutional and technical capacities to use data and information for planning and decision-making; Component 2 focuses on coordination of technical directorates; Component 3 focuses on global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes; and Component 4 focuses on enhanced awareness and value of the global environment. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

FINANCING PLAN

| | |
|--|-----------------------|
| GEF Trust Fund <i>or LDCF or SCCF or other vertical fund</i> | US\$ 1,450,000 |
| UNDP TRAC resources | US\$ 200,000 |
| Cash co-financing to be administered by UNDP | US\$ 0 |
| (1) Total Budget administered by UNDP | US\$ 1,650,000 |

CO-FINANCING

| | |
|--|--------------------------|
| Government: Director General Environment, Vice Ministry of Development Housing, Spatial Planning and Environment | US\$ 1,300,000 (in-kind) |
| (2) Total co-financing | US\$ 1,300,000 |
| (3) Grand-Total Project Financing (1)+(2) | US\$ 2,950,000 |

SIGNATURES

| | | |
|--|---------------------------------|-------------------------|
| Signature: Vice Ministry of Development Housing, Spatial Planning and Environment | Agreed by Government | Date/Month/Year: |
|--|---------------------------------|-------------------------|

| | | |
|--|---|-------------------------|
| Signature | Agreed by Implementing Partner | Date/Month/Year: |
| Signature: United Nations Development Programme | Agreed by UNDP | Date/Month/Year: |

Table of Contents

| | | |
|--------------|---|-----------|
| A. | Development Challenge | 7 |
| A.1 | Global Environmental Challenges | 7 |
| A.2 | Capacity Barriers | 8 |
| A.3 | Consistency with National Priorities | 9 |
| A.4 | Baseline Scenario and Associated Baseline Projects | 10 |
| B. | Strategy | 13 |
| B.1 | Alternative Strategies | 13 |
| B.2 | Selected Scenario | 13 |
| B.3 | Theory of Change | 14 |
| B.4 | Knowledge Management | 14 |
| B.5 | Innovativeness | 15 |
| B.6 | Potential for Replication | 15 |
| B.7 | Sustainability and Scaling Up | 16 |
| C. | Project Results | 17 |
| C.1 | Expected Results | 17 |
| C.1a | Project Goal and Objective | 17 |
| C.1.b | Expected Outcomes | 17 |
| C.1.c | Project Components, Outputs, and Activities | 17 |
| C.1.d | Project Indicators | 23 |
| C.2 | Global Environmental Benefits | 24 |
| D. | Project Partnerships | 26 |
| D.1 | Stakeholder Engagement | 26 |
| D.2 | Linkages with other Initiatives | 29 |
| D.3 | Mainstreaming Gender | 30 |
| D.4 | South-South and Triangular Cooperation | 31 |
| E. | Feasibility | 33 |
| E.1 | Risk and Assumptions | 33 |
| E.2 | Social and Environmental Safeguards | 35 |
| F. | Project Results Framework | 36 |
| G. | Monitoring and Evaluation Plan | 42 |
| G.1 | Evaluation Schedule | 47 |
| H. | Implementation and Management Arrangements | 48 |
| I. | Project Financing | 52 |
| I.1 | Co-financing | 52 |
| I.2 | Incremental Cost Reasoning | 52 |
| I.3 | Cost-effectiveness | 53 |
| I.4 | Financial Planning and Management | 53 |
| I.5 | Project Outcome Budget | 55 |
| I.6 | Total Input Budget and Work Plan | 57 |
| J. | Legal Context | 62 |
| K. | Required Annexes | 63 |
| | Annex 1: Capacity Development Scorecard | 64 |
| | Annex 2: Provisional Multi-year Work Plan | 74 |

| | |
|---|------------|
| Annex 3: Monitoring Plan..... | 86 |
| Annex 4: UNDP Social and Environmental Screening (SESP)..... | 90 |
| Annex 5: UNDP Project Quality Assurance Report..... | 97 |
| Annex 6: Standard letter of agreement between UNDP and Government..... | 107 |
| Annex 7: Terms of References..... | 108 |
| Annex 8: References | 115 |

Acronyms and Abbreviations

| | |
|---------|---|
| APR | Annual Progress Report |
| CBD | United Nations Convention on Biological Diversity |
| CCCD | Cross-Cutting Capacity Development |
| CCD | United Nations Convention to Combat Desertification and Drought |
| CPAP | Country Programme and Action Plan |
| FAO | Food and Agriculture Organization |
| FCCC | United Nations Framework Convention on Climate Change |
| GEF | Global Environment Facility |
| HACT | Harmonized Approach to Cash Transfers |
| IRRF | Integrated Results and Resources Framework |
| LDC | Least Developed Country |
| LDCF | Least Developed Countries Fund |
| LPAC | Local Project Appraisal Committee |
| MDHSPE | Ministry of Development Housing, Spatial Planning and Environment |
| MDG | Millennium Development Goal |
| MEA | Multilateral Environmental Agreement |
| M&E | Monitoring and Evaluation |
| NBSAP | National Biodiversity Strategy & Action Plan |
| NCSA | National Capacity Self-Assessment |
| NGO | Non-Governmental Organization |
| NPD | National Project Director |
| PMU | Project Management Unit |
| PSA | Public Service Announcement |
| SESP | Social and Environmental Screening Procedures |
| SIDS | Small Island Developing State |
| TRAC | Targeted Resource Allocation from the Core |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNDP/CO | UNDP Country Office |

A. DEVELOPMENT CHALLENGE

A.1 Global Environmental Challenges

1. Timor-Leste is a small island country that, on **restoring** independence in May 2002, had little in terms of infrastructure, governance systems or institutional capacities. Although it has considerable natural resources such as seabed oil and gas fields, the new nation suffers from widespread poverty, food insecurity, limited economic or private sector activity and paid employment (Ministry of Commerce, Industry and Environment, 2016). The national government is striving to achieve rapid economic and social development and delivery of services to its rapidly growing population. Critically, Timor-Leste's efforts to reduce poverty, provide jobs, and improve food, water, and energy security, depend heavily on the country's renewable natural resources.

2. Timor-Leste is located in one of the most significant bio-geographic regions of the world and possesses terrestrial, coastal and marine biodiversity that is globally-significant, including tropical forest and marine ecosystems, island endemics and migratory birds. The hotspot is called Wallacea (Democratic Republic of Timor-Leste, 2015). Timor-Leste is also part of the Coral Triangle, which is home to over 70 percent of the world's coral species, and numerous other species such as marine turtles, whale sharks, manta rays, and marine mammals (Democratic Republic of Timor-Leste, 2015). Timor-Leste also enjoys rich forests: almost 60% of land has some forest cover; however, of this only around 1.7% percent is covered by primary forests. Additionally, deforestation rates are high: between 2003 and 2012 over 17% of forests were lost (Ministry of Commerce, Industry and Environment, 2016).

3. These biological resources are the vital underpinnings of both human subsistence and economic development for Timor-Leste. Not only do they support livelihoods through agriculture, fisheries, water, building materials and fuel-wood, but enterprises and industries are also based on the use of renewable resources. Yet the country's natural capital of renewable resources provides a relatively poor foundation for development: the geology, terrain, soils and climate pose natural constraints as the majority of the land is steeply-sloping, with shallow soils, prone to periodic drought, torrential rain and consequent erosion leading to slippage and downstream sedimentation and flooding. These factors mean that Timor-Leste's natural environment, land and biodiversity are highly vulnerable to over-use and degradation. Additionally, shifting agriculture and illegal logging are further degrading land.

4. Timor-Leste is particularly vulnerable to climate change. Timor-Leste is exposed to several kinds of natural hazards, which include frequent events such as tropical cyclone, riverine flooding, drought, and landslides as well as rarer events such as earthquakes and tsunamis. Fortunately hazard events have been rather localized and have not had widespread devastating impacts historically. The most prominent and frequent hazard types in the country's recent history include floods, landslides, and drought (prolonged dry spells) (Democratic Republic of Timor-Leste, 2013).

5. Under these conditions, there is a strong requirement to ensure that the country's limited and vulnerable natural capital is safeguarded and restored to the extent possible. Steps taken to achieve this over the past decade have included a ban on commercial logging; training of a new corps of extension workers in sustainable land management practices; designation of a series of protected natural sites; tree planting to stabilize hillsides and protect water supplies; and mangrove forest protection and re-planting.

Root Causes

6. Threats to the Timor-Leste's environment stem from human exploitation of marine and forest resources and unsustainable land management. For example, the use of fuelwood for energy leads to massive deforestation (deforestation in Timor-Leste is occurring at four times the global average). Additionally, a limited economy and employment options cause underemployment in rural areas and low incomes. Around 90 % of the country's poor are concentrated in rural areas and depend on subsistence agriculture. Current agricultural practices, combined with population pressure could permanently damage the environment (Democratic Republic of Timor-Leste, 2013). Another root cause of degradation is inadequate management of the 30 protected areas (Democratic Republic of Timor-Leste, 2015). Finally,

other core factors include low education and awareness, rapid population growth, poverty, and vulnerability to natural hazards and climate change (Ministry of Economy & Development, 2012).

A.2 Capacity Barriers¹

7. Timor-Leste is one of the youngest independent small island states and one of the least-developed countries, suffering from numerous problems ranging from widespread poverty and food insecurity to little economic or private sector activity. Its natural resource base, already limited to a small area, is in danger of further degradation.

8. Although Timor-Leste has undertaken initiatives to address environmental issues, the country continues to face important challenges to meeting environmental goals. As a Rio Convention mainstreaming project, the proposed strategy sets out to meet barriers identified in Timor-Leste's 2007 NCSA. Thus, the proposed strategy is consistent with the findings of the NCSA. The NCSA was conducted through a consultative process and participatory approach that involved numerous stakeholders from various sectors. Stakeholders identified a number of areas that explain the difficulty in fulfilling the obligations of the Rio Conventions. The barriers that cut across the three Rio Conventions include:

- Lack of coordination among institutions leads to challenges to plan and implement integrated programmes for law enforcement for efficient use of resources
- Lack of skilled human resources
- Lack of public awareness of the environmental issues as well as the importance of environmental conservation and protection
- Lack of enforcement and lack of coordination and harmonization of current laws and regulation
- Limited availability of funding
- Poor strategies, policies and programmes on incentive measures for environmental conservation
- Existing government and private sector budgets for environmental management is very limited
- The environment is still not ranked high in the Government's priorities
- Limited institutional mechanism to allow for the proper assessment, selection, and management of new technologies
- Limited institutional capacity to access information on new technologies which are readily available from other countries
- Weak legislative base for coordination and information sharing of research activities
- Weak curricula of higher education institutions to accommodate issues related to the Rio Conventions in their research programmes

9. While the NCSA is almost a decade old, the 2012 report on Sustainable Development in Timor-Leste National Report to the United Nations Conference on Sustainable Development On the run up to Rio+20 reconfirmed many of these capacity constraints. The aim of NCSA process was to identify cross-cutting capacity issues and foster synergies among the multilateral environmental agreements. The objective of the cross-cutting assessment was to identify and analyze capacity needs, challenges and opportunities that are common to the three conventions. This was done by identifying and assessing issues that cut across the three conventions and the constraints for dealing with these issues, and subsequently to identify the prospects for capacity development that may have an impact not only on the three conventions but also across the environmental management and broader sustainable development framework. Though the assessment, cross-cutting capacity areas were identified. These are the national policies; legal and regulatory frameworks; national and international funding; public awareness and education; research and data management; and technology transfer. These areas represent synergies among Rio Conventions, which

¹ Whereas the global environmental challenges refer to the environmental issues such as climate change, habitation degradation, loss of loss of endemic species, and land degradation, capacity barriers refer to underlying causes of global environment degradation, such as a lack of awareness of the value of the environment.

provide opportunities for coordination and collaboration between different sectors and for an integrated approach to address environmental management issues and capacity development needs more comprehensively (Directorate for Environmental Services, 2007).

A.3 Consistency with National Priorities

10. The government's commitment to the environment begins at the highest level, the constitution. Article 61 establishes that states everyone has the right to a "healthy and ecologically balanced environment" and they and the State have a duty to safeguard and improve it for the benefit of the future generations.

11. The new nation's leaders have been keen to join international efforts to address the major global environment issues that also affect Timor-Leste. The country became a signatory to the three main Multi-lateral Environment Agreements (MEAs), joining the UNCCD in 2003; the UNCBD in 2007; and the UNFCCC 2007. One of the country's first activities on becoming eligible for GEF funds was to undertake a National Capacity Self-Assessment (NCSA) (completed in 2007). This was followed by four GEF Enabling Activities under the three MEAs: Timor-Leste has prepared a Sustainable Land Management National Action Plan, it has produced a climate change National Adaptation Plan of Action, Initial National Communication (INC) in 2014 and it is currently finalizing the National Climate Change Policy as well as the draft Decree Law on Renewable Energy and preparing its Second National Communication to the UNFCCC, focused primarily on climate change mitigation. Timor-Leste has also finalized its Intended Nationally Determined Contributions (INDC) in 2017. Few more notable strategies and policies related to watershed management, water management, fuelwood management are in preparatory processes.

12. The National Biodiversity Strategy and Action Plan (NBSAP) was prepared in 2011 and revised in late 2015. It serves as a guiding policy framework for district and sub-district authorities, civil society and the private sector in their approaches to biodiversity conservation and ecosystems management. The success of implementing the NBSAP involves close coordination among the key directorates of government concerned in biodiversity conservation and natural resources management, relevant economic sectors of the government, and with the private sector. The NBSAP also involves updating of current programme and setting priorities for programming and funding.

13. Timor-Leste's National Adaptation Programme of Action to Climate Change (2010) contains numerous initiatives to build capacities and responds to the Strategic Development Plan, which identified climate change as one of the greatest environment challenges for Timor-Leste. Also related to the CBD, Timor-Leste has developed the National Biodiversity Strategy and Action Plan in 2011. This plan is designed to build capacities for improved management of Timor-Leste's biodiversity.

14. The project also aligns with Timor-Leste's National Action Plan to Combat Land Degradation (2008). This plan contains a set of programme including preventative and mitigating programme that form a strategic framework and development vision for sustainable land management and a foundation for long-term policy. This project will help the government reach the goal of this Action Plan, which is to ensure that the management of lands (including forested and agricultural land) is done in a sustainable manner that benefits the environmental well-being of Timor-Leste.

15. Timor-Leste does not have a National Sustainable Development Strategy; rather, sustainable development is addressed in the Strategic Development Plan. The Strategic Development Plan for the period 2011-2030 presents a broad vision and guide for the country's economic development. The focus is on major investments and developments in infrastructure, education and training, health, agricultural productivity and food self-sufficiency, urbanization, and a number of key industrial and service sectors (Government of Timor-Leste, 2010).

16. Aligned with the Sustainable Development Plan, the 2015-2019 Country Programme and Action Plan (CPAP) lays out a framework of cooperation and collaboration between the Timor-Leste and UNDP, with particular attention to strengthening resilience in the social sector, enhancing sustainable development in the economic sector, and strengthening inclusive and effective democratic governance. This PIF and the

CCCD project document that will be developed subsequently are and will be made consistent with the development objectives outlined in the CPAP and Sustainable Development Plan.

17. In addition to these plans, Timor-Leste has some laws and regulations to promote sustainability; however, enforcement is weak. Currently the government employs some regulations from the Indonesian era, as well as from United Nations for Transitional Administration in East Timor (Ministry of Economy & Development, 2012). See A.4 for more details on baseline legislation.

18. This project, as well as the country's national priorities, also aligns with the Sustainable Development Goals, specifically goal thirteen, fourteen, and fifteen which focus on climate action, life below water, and life on land, respectively. Further linkages with the Sustainable Development Goals are outlined in section C.1.

A.4 Baseline Scenario and Associated Baseline Projects

19. Timor-Leste has achieved significant progress since attaining independence. The government has reduced infant and child mortality rates, made gains in health and education, and has made gains in strengthening state institutions. Despite this progress, challenges remain. As a result of significant petroleum resources and the Timor-Leste Petroleum Fund Timor-Leste's economy has improved and Timor-Leste is now considered a low-middle income country. However, as oil accounts for an estimated 90% of government revenue, Timor-Leste is heavily dependent on and thereby vulnerable to changing prices (Santos, 2015).

20. Despite the wealth of resources, little funding has been provided for developing rural villages, where the majority of the population lives. Notable percentage of the total population lives in extreme poverty; Timor-Leste's HDI value is 0.595 (2014). This places the country at 133 out of 188 countries and territories (UNDP, 2015).

21. Timor-Leste's UNDAF identified poverty, education, malnutrition, maternal mortality, sanitation, gender inequality and violence, environment and climate change, economic diversification, governance, and government capacity as the key challenges facing the country. Additionally, data and its effective use were identified as a significant challenge impacting nearly every sector (Democratic Republic of Timor-Leste, 2013). Timor-Leste's UNDAF also identified the need for capacity development linked with decentralization. Decentralization is critical to addressing destabilizing issues that are most severe in districts. In order to strengthen peace and stability, Timor-Leste must ensure a more even distribution of development benefits.

22. Over and above the country's Constitution, there are already a number of environmental laws and policies supporting environmental conservation. For example, Law 5/2011 on Environmental Licensing creates a system of environmental licensing based on assessing the size of the potential environmental impact of projects. Timor-Leste's Environmental Basic Law 26/2012 sets out the necessary legal framework for the country to meet its constitutional obligations on environmental protection as well as those according to the Rio Conventions to which Timor-Leste is a Party. The Environmental Basic Law is still in the legislative process. Environmental Impact Assessments legislation was approved in 2011, but is not being fully implemented.

23. Timor-Leste's Dili Declaration on Climate Change called for a human rights-based adaptation to the impacts of climate change that fosters the marine, floral and faunal richness, prevents the loss of biodiversity, and contributes to the strengthening institutions by facilitating knowledge exchange and implementation of adaptation activities.

24. The Draft Environmental Strategic Plan 2012-2030 and the environmental policy of Timor-Leste is intended to guide the country towards effective environmental management with a set of short-, medium-, and long-term goals. The aim of this plan is to achieve environmentally-friendly sustainable development and sustained economic growth. This includes cooperation among governmental agencies to integrate environmental concerns into sectoral policies, plans and programme. The National Spatial Plan (2014) has a strong environmental component, and the Forest Conservation Plan (2013) was established to clarify

which forests are to be conserved and to guide the National Directorate of Forestry. Finally, Regulation No. 2000/19 on Protected Places outlines specific regulation for the purpose of protecting designated areas, endangered species, coral reefs, wetlands, mangrove areas, and biodiversity.

25. The government has also strengthened traditional laws such as *Tara Bandu*. *Tara Bandu* is essentially an agreement made by a community to protect a particular natural resource for a specific period of time. Aside from these policies, Timor-Leste utilizes regulations from the Indonesian era, as well as from United Nations for Transitional Administration in East Timor. However, the country is working to replace these with new regulations.

26. The government is also pursuing environmental education. The Ministry of Education has attended UNESCO seminars, trainings and workshops on addressing sustainability in the classroom.

27. Despite real improvement over the past 15 years, the baseline situation includes the following:

- no strategy to link the Sustainable Development Plan and MDG processes with processes to safeguard the environment, conserve natural resources and ensure that development is ecologically sustainable;
- a general weakness of government institutions for environmental governance;
- a poor coordination and integration of policies and actions in the related fields of natural resources management, biodiversity conservation, climate adaptation, disaster risk reduction, climate change mitigation and renewable energy development;
- global environmental responsibilities are shared unclearly between several national government Directorates and Ministries, which are not well-resourced and which do not work cooperatively on a common agenda;
- uncoordinated and short-term planning and programming;
- technical capacities and management systems to support coordination, consultation, data-gathering, monitoring, information-sharing, planning and programming are not in place; and
- lack of reliable and accessible data and information underlines all other efforts to improve global environmental governance

Associated Baseline Projects

28. Along with national policies, the Government of Timor-Leste has demonstrated a desire to protect its natural resources through a number of projects. Multilateral and bilateral donor agencies currently working in the country include the European Union, Asian Development Bank, GEF, GIZ, UNDP, FAO, and the World Bank. The significant contributions from the donor community are being used to address institutional capacities and decentralization through various interventions.

29. A description of on-going projects that this project will coordinate with appears in section D.2 on linkages with other initiatives. Relevant completed UNDP GEF projects that form the baseline of this project include:

Table 1: Associated Baseline Projects

| Project name | Description of project's alignment with CCD project |
|--|---|
| Capacity Building to Strengthen Public Sector Management and Governance Skills, Phase III | <p>Since 2002 the Asian Development Bank has been helping strengthen local-level public administration. Building on the first two phases, this project will a) consolidate training to groups trained under Phases I and II, b) train new groups of civil servants, and c) further develop the institutional capacity of the National Institute Public Administration. The outputs included:</p> <ul style="list-style-type: none"> • Training modules and the training of trainers • A strengthened institutional capability of the National Institute Public Administration to deliver education and training programmes • Access to and use of instructional materials, data and information. |
| European Union (EU) – Global Climate Change Alliance | <p>The EU's Global Climate Change Alliance supports Timor-Leste through the University of the South Pacific, GIZ and Camões Institute. This is a community project that is being implemented in 15 Small Island Developing States in the Pacific, including Timor-Leste. The programme aims to improve the capacity of vulnerable populations living in selected sub-districts (municipalities) to cope more effectively with climate change impacts, through reliable weather monitoring, adaptation to climate change, and rural resilience. This includes training on GIS, data interpretation, and land use management. Findings and results will be provided to policy makers to support decision-making.</p> |
| EU-Agroforestry programme | <ul style="list-style-type: none"> • Capacity of participants along the selected agroforestry value chain strengthened • A capacity building programme to rehabilitate and maintain rural roads in order to improve access to the agro-forestry areas, employment and economic opportunities for local population was implemented • Sustainable institutional capacity developed for enhanced private sector performance |
| Technical Assistance and Capacity Building Programme to strengthen Hametin Agrikultura Sustentavel Timor or Strengthen Food Sovereignty in Timor-Leste Network and CSOs with Decentralized Actions in the Field of Rural Development | <p>The capacities of 13 NGOs to undertake decentralized actions in rural development was strengthened</p> |

B. STRATEGY

B.1 Alternative Strategies

30. The capacity challenges that Timor-Leste faces to address the various obligations under the three Rio Conventions are significant, as outlined in the country's 2007 NCSA. Taking into account the country's limitations in terms of absorptive capacity, the choice of this project's strategic approach require that capacity building activities be especially targeted to manageable and realizable outcomes. However, the realization that the GEF's Cross-Cutting Capacity Development Programme gives Timor-Leste a unique opportunity of building up the highly needed foundational capacities that currently limit the country's ability to meet and sustain Rio Convention obligations, this project was organized as four discrete yet inter-linked project components. The alternative strategy would have been for the project to be more limited to only one Capacity Development programme, such as only CD-1, only CD-2, or only CD-3.

31. This strategy was not selected because important synergies could be achieved by having the project widen the system boundary and develop those sets of institutional and individual capacities that are more likely to result in more resilient institutions and increased availability and accessibility of a broader set of technical skills. Another consideration was for the project to strengthen institutional capacities among different technical directorates for improved coordination and collaboration on shared global environmental issues. To a limited extent, the current set of focal area projects (see Section D.2) are strengthening similar institutional capacities, but given their thematic focus, exclude important technical directorates, thus not capturing synergies.

B.2 Selected Scenario

32. Taking into account the existing barriers for achieving global environmental benefits, a number of priority capacity development recommendations could be undertaken within the construct of a Cross-Cutting Capacity Development (CCCD) project. This project is aligned with GEF-6 programming objectives: CCCD-1, CCCD-2, and CCCD-3, which call for countries "to integrate global environmental needs into management information systems and monitoring," "to strengthen consultative and management structures and mechanisms" and "to integrate Multilateral Environmental Agreements' provisions within national policy, legislative, and regulatory framework," respectively.

33. The project will assist the Government of Timor-Leste to achieve the national priorities it has set in its National Strategic Development Plan for 2011 to 2030, and in its current annual National Priorities. These include land conservation and rehabilitation, water and watershed management, agriculture and food security, rural development and livelihoods based on sustainable use of natural resources, fisheries, tourism, forestry, disaster risk reduction, climate adaptation and mitigation, energy supply, and biodiversity conservation. This project is designed to build the capacity of the agencies to engage effectively together in the series of concurrent national assessment and planning exercises, the subsequent development and implementation of policies and substantial programme, and the monitoring of results and strengthening of future planning and actions.

34. The project design recognizes that in order for Government to manage and integrate complex policies and programme with multiple global environment objectives, its technical Directorates and Departments require greater capacities to collect data and report on the state of the environment and natural resource uses, to generate and use information effectively, to plan, carry out and evaluate programmatic activities, to plan, organize, and communicate effectively across departments, and to engage in adequate consultative processes with civil society. The proposed project would develop a targeted set of systemic, institutional, and individual capacities to strengthen the country's underlying capacities to meet and sustain global environmental obligations within the framework of the Strategic Development Plan.

B.3 Theory of Change

35. This project's theory of change is rooted in the assumption that by addressing the barriers that limit Timor-Leste's ability to meet obligations under the three Rio Conventions and other MEAs, Timor-Leste can begin to make better decisions for the global environment. This project will address key cross-cutting capacity development priorities identified in the NCSA in order to catalyze Timor-Leste's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. Capacity development is an essential component of development effectiveness (Organization for Economic Co-operation, 2006). Moreover, as local and global benefits are strongly interlinked, changing human behavior is a key underlying premise of this project's (as well as the GEF's) approach to achieving global environmental and local benefits.

36. More specifically, this project will build institutional, systemic, and individual capacities in the country. The project is also designed to help country sustain outcomes and realize long-term change. By systematically targeting the key barriers, the project will help the country make incremental improvements. Short-term changes will lead to long-term improvements through the project's strategic design; while the project develops capacities, it also lays groundwork for improved systems and frameworks.

37. Through capacity building, the project aims to transform how the country pursues socio-economic development so that it integrates global environmental objectives and priorities within decentralized decision-making and improved knowledge and information management. The project will also contribute to change by catalyzing country's road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding.

38. The project approach is the best one at this point in time as it meets the primary objective of CCCD projects; it responds directly to the programme strategy. Moreover, this project approach will build on the government's strong commitment to strengthening island/communal development. Finally, the strategy garners support from the fact that currently other development partners are supporting similar development work in the country. This project aligns with best practices for capacity development including acknowledging the complex nature of collaboration and incorporating it into the project design. This project includes numerous stakeholders (including the government and the private sector) to mitigate the risk of crowding out and to help build ownership (Greijn, 2013). The project design also benefited from lessons learned from previous phases of the GEF and CCCD projects, and includes many good practices such as a SWOT and gap analysis, and an entire component focused on awareness building (OECD, 2012; World Bank Institute Capacity Development and Results Practice, 2011; Hill, Rife, & Twining-Ward, 2014; United Nations, 2011).

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

B.4 Knowledge Management

40. This project prioritizes knowledge management. Component one focuses on establishing a system for collecting and sharing information and data between the institutions for better environmental management and the fulfilment of the obligations of the Rio Conventions. Component two focuses on strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making. This system the project will strengthen is the ideal platform to share lessons learned and experiences with the main stakeholders of environmental information and knowledge. The project also contains specific activities to increase the use and sharing of knowledge with stakeholder outside of the government, and to strengthen critical thinking in understanding the implications of the global

environment and sustainable development. Aside from knowledge management in the country, the project works to share knowledge externally.

41. This project is part of a portfolio of capacity building initiatives in Timor-Leste that encourages regional cooperation and knowledge and information exchanges. See South-South and Triangular Cooperation below. The project will build partnerships and collaboration, and will also catalyze the transfer of knowledge and competencies among actors and stakeholders. Lessons learned from other projects will be included, as appropriate (for example, in the training programme and the improved systems and processes for managing key environmental data and information). Finally, lessons learned and best practices will be collated and disseminated throughout the region.

B.5 Innovativeness

42. CCCD projects are innovative for several reasons. First, they target significant drivers of institutional sustainability. Namely, they work to strengthen a country's absorptive capacities that are necessary to sustain environmental outcomes. Unlike thematic projects, these projects are not limited to one specific Rio Convention, but instead they address outcomes under all three. Second, CCCD projects are designed to create synergies and avoid silo approaches. By engaging stakeholders from the local level to the top decision-making level, the project can build and sustain the country's underlying capacities to meet Rio Conventions obligations.

43. This project will also develop innovative approaches for knowledge and information management and mainstreaming that may be useful for other SIDs to learn from. While the project's outputs may not necessarily be innovative when compared to the portfolio of GEF-funded projects in other countries, these will be innovative for country.

B.6 Potential for Replication

44. CCCD projects are medium-sized project, thus they face certain limitations, specifically in being able to reconcile and undertake all the necessary institutional reforms identified during project implementation. However, since the barriers addressed by the project are largely shared by other LDCs and SIDS, and the approaches used are transferable, the project's outcomes are replicable. The project's outcomes will contribute towards larger national policy, regulatory, fiscal, monitoring and communication initiatives in support of the Rio Conventions. Successful models will be identified and lessons learned and best practices will be collated and disseminated to promote scaling-up/replication. Thus, this project serves as catalyst of a more long-term approach for improved decision-making for the benefit of the global environment.

45. The project's trainings and learning-by-doing exercises complemented by piloting of the mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programme (through learning-by-doing and mentoring processes), will serve as the basis for testing the robustness of long-term initiatives. By strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs, civil society associations, the media, and the private sector. Replication will also be supported by raising awareness of the project throughout the country. This project will facilitate this through awareness-raising workshops, public service announcements, and brochures and articles.

B.7 Sustainability and Scaling Up

46. This project promotes sustainability by building Timor-Leste's underlying capacities to make more informed decisions on best practice approaches for integrated global environmental and sustainable development. Specifically, the project will promote sustainability of outcomes through mainstreaming the use of environmental data, information, and knowledge into decision-making at the national and municipal level.

47. Another approach to ensuring sustainability is aligning multilateral environmental agreements with key national development priorities as detailed in Section A.3. Aligning global environmental priorities with high value sector development priorities should help strengthen the legitimacy of both priorities if they are reconciled through thoughtful and transparent consultative and decision-making processes, as well as being based on widely accepted data, information, knowledge and best practices.

48. The sustainability of the project is further secured through its inherent design to engage as many stakeholders as possible through a learning-by-doing approach to strengthen their understanding and commitment to the fulfillment of Rio Convention obligations. Sustainability is further enhanced by undertaking an extensive set of awareness-raising activities targeted at a broad range of stakeholders, including the general public and particularly youths where the addition of appropriately framed information can have an important impact on the early stages of value formation. The project will also undertake targeted awareness-raising activities to secure high-level commitment from key decision-makers, such as parliamentarians, and foster a sufficient number of project champions to sustain project outcomes following project completion. Another critical feature of the project's sustainability is its cost-effective strategy and attention to resource mobilization. See Section I.3 and Output 3.4 below.

C. PROJECT RESULTS

C.1 Expected Results

C.1.a Project Goal and Objective

49. The goal of this project is for the Timor-Leste to be better enabled to meet their obligations under the three Rio Conventions. This requires the country to have the necessary capacities to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, *the objective of this project is to strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress.*

C.1.b Expected Outcomes

50. At the end of the project, activities will have resulted in a set of targeted capacities targeted to improving national stakeholders' understanding of the three Rio Conventions, with a particular emphasis on good practices for planning and decision-making. Taking into account that a major barrier to Timor-Leste's ability to meet and sustain Rio Convention obligations arises from insufficient access to best practices due to language and opportunities to apply these within the framework of planning and decision-making, this project is strategically structured so as to overcome this underlying challenge. Towards this end, the project will enhance existing institutional structures and mechanisms to absorb new and improved data and information. Social actors working on various aspects of environmental governance, e.g., government staff and NGO representatives, among others, to better apply improved knowledge and skills to integrate global environmental objectives in national planning frameworks.

51. The overall design of the project was structured to meet the three outcomes of the GEF's Cross-Cutting Capacity Development Programme, namely:

- Enhanced institutional and technical capacities to use data and information (CD-1)
- Enhanced institutional capacities for cost-effective, collaborative, and coordinated management of global environmental issues (CD-2)
- Enhanced capacity to develop and implement integrated policies, plans and programme (CD-3)

52. While these expected outcomes are to improve capacities to meet and sustain global environmental priorities, from a national socio-economic development perspective the project will provide clear and direct benefits for Timor-Leste to more effectively meet and sustain sustainable development priorities. This can only be achieved by the project placing an important emphasis on reconciling global environmental and national development priorities through learning-by-doing mainstreaming exercises and building on the Post-2015 Sustainable Development Goals.

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

53. This project is organized in four components, arranged around the three GEF capacity development outcomes and a UNDP requirement for a fourth project component to focus on knowledge management. This latter component is also a direct contribution to delivering on the three GEF CD programme outcomes.

Component 1: Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues

Expected Outcome: Planning and decision-making to meet global environmental obligations are improved

54. The main activities under this component will set out to increase and improve access to data and information related to meeting Rio Convention obligations. Particular attention will be given to creating knowledge and training on how to use best practices and innovative approaches to reconcile and create synergies among national socio-economic and global environmental priorities.

Output 1.1: Systems and processes for managing key environmental data and information across key ministries are strengthened

55. This output includes a review of the current information management systems, with a focus on identifying areas that can be improved. After the institutional mapping and SWOT and gap assessment are complete, a system will be designed, reviewed for feasibility, and peer reviewed. Once this process is complete, new technology and infrastructure will be installed.

Activities:

- Undertake institutional mapping of key actors involved in environmental data and information management. This includes an in-depth baseline analysis of data and information sources and flows.
- Conduct SWOT and gap analysis of existing decision-making processes and existing information management systems.
- Design best practice technological structures for data collection, storage, and sharing. This will include review best practice for collecting and sharing data.
- Prepare a feasibility study on an improved electronic platform for information-sharing, followed by its independent peer review
- Improve technological structure of data and information systems to include the web-based portal. Develop a tracking mechanism to monitor the usage of platform.
- Undertake an early implementation of the information system/platform

Output 1.2: Targeted institutional reforms for improved access to data and information

56. Activities under this output will focus on strengthening targeted institutional arrangements for collecting and sharing data. This includes activities to increase cooperation and reduce the transaction costs of data management and reducing duplication in order that data is reliable, valid, timely, and relevant. This output will pay particular attention to addressing the barriers to effective access to and sharing of data and information among government bodies and other social actors. A reform brief will be submitted to the national inter-directorate coordination group for deliberation and approval. See Output 2.1.

Activities:

- Undertake stakeholder meetings to agree on institutional reforms.
- Undertake approved institutional reforms
- Draft and approve information sharing agreements with academia and civil society.
- Negotiate networking agreements on data and information management

Output 1.3: Standardized indicators on national values for global environmental objectives developed and related training carried out

57. The activities in this output will lead to an agreed set of environmental indicators that support information needs for national development and for implementing Rio Convention recommendations. Technical working group (with representation from the Rio Convention Focal Points and other key stakeholders) will review and select indicators that will respond to the need to monitor and assess achievements under the three Rio Conventions as well as the Post-2015 Sustainable Development Goals.

Activities:

- Convene technical workshops to develop indicators for each Rio Convention thematic area
- Detail a concrete set of environmental, natural resource, and sustainable development indicators
- Global environmental indicators are incorporated into monitoring and evaluation procedures

Output 1.4: Monitoring and Evaluation (M&E) processes are developed and implemented into programming

58. Activities under this component will focus on strengthening the institutional construct and associated management regime for collecting, creating, and transforming data and information into

knowledge. This will require improved monitoring and compliance reforms, and guidelines. Once approved, the reforms will be piloted.

Activities:

- Recommend improved monitoring and compliance reforms based on learn-by-doing exercises to formulate best practices and guidelines
- Pilot implementation of select monitoring and compliance reforms

Output 1.5: Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment

59. This output focuses on strengthening individual and technical capacities through training workshops and the development of a training programme on methodologies and skills to use data and information for planning and decision-making on the global environment. A comprehensive assessment of training needs to manage data and information will be undertaken to ensure that the training programme is feasible and comprehensive. Particular attention will be given to training on the use of environmental data, information, and knowledge for integrating Rio Convention obligations with national planning and policy frameworks. The training programme will be improved as a result of lessons learned through its early implementation (i.e., trainings) and is intended to be applied for post-project trainings.

Activities:

- Participatory assessment of departmental competencies and capacity needs to support planning and monitoring of global environmental trends. This will include a baseline survey of government staff's awareness of Rio Conventions.
- Undertake an assessment of training needs
- Design targeted training programme: project-based and long-term
- Carry out targeted trainings
- Identify best practices and cull lessons learned on initial training exercises

Component 2: Coordination of technical directorates, policy, planning and programming

Expected Outcome: Improved institutional mandates, coordination, and collaboration catalyze Rio Convention implementation

The main activities under this component will be directed to facilitate and catalyze coordination and collaboration in order to reduce unnecessary duplication or redundancy of resources (human, institutional, and financial) to planning and programming development actions to meet environmental priorities.

Output 2.1 Strengthened inter-ministerial and inter-directorate communication, coordination, and collaboration for planning and decision-making on the global environment

60. Under this output, cooperative agreements will be negotiated among government ministries, agencies and departments to agree on collaborations, and coordination of programme and project activities, all within the framework of meeting global environmental obligations through their respective mandates, authorities, and responsibilities. An inter-directorate coordination group will serve as a key decision-making mechanism for institutionalizing the best practices through policy decisions. This output will facilitate a more comprehensive approach to structuring and streamlining the consultative and decision-making processes. These agreements should be developed in concert with the information sharing agreements of output 1.2, including the consideration of specific arrangements to promote gender equality in data and information management and decision-making.

Activities:

- Establish national inter-directorate coordination group on the sectoral mainstreaming of the global environment
- Convene inter-directorate coordination group meetings
- Negotiate and facilitate cooperative agreements with key ministries

- Convene inter-ministerial council meetings
- Convene training workshops for improved inter-agency coordination and collaboration.

Output 2.2 Non-state public consultative mechanisms developed and integrated into official planning and decision-making processes

61. This output complements Output 2.1. Along with the need for ministries, their agencies and departments to collaborate and coordinate for more informed planning and decision-making on the global environment, there is a need for non-state actors to be included in decision-making. This output will work to capture invaluable expertise from non-state actors and catalyze increased and improved support from these social actors. Working groups will negotiate best consultative and decision-making processes and draft and approve memoranda of agreements.

Activities:

- Convene working group meetings to negotiate best consultative and decision-making processes
- Draft and approve memoranda of agreement on consultative and decision-making processes and integrate them into official processes. This will be undertaken together with activities planned under output 1.2.

Component 3: Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes

Expected Outcome: New and improved best practice approaches to reconcile sectoral priorities with Rio Convention obligations

62. The activities under this component will build on the capacities developed under components 1 and 2 to institutionalize best practices and innovative approaches within integrated socio-economic and global environmental and development priorities. This component will include the piloting of selected mainstreamed products in order to facilitate their institutional sustainability as well as to facilitate their replication and scaling up after the project has ended.

Output 3.1 Targeted policies, legal and regulatory instruments are amended

63. An assessment of the current policy and legal framework will lead to learning-by-doing training to reconcile the identified weaknesses. This will lead to formulation of by-laws and operational guidance which will be approved and distributed.

Activities:

- Review weakness of the policy and legal framework limiting Rio Convention mainstreaming
- Learn-by-doing workshops to reconcile policy and legal weaknesses and gaps
- Formulate appropriate by-laws and operational guidance to mainstream Rio Conventions
- Secure approval of new and improved legislative and regulatory instruments
- Distribute updated codes, laws and texts pertaining to environmental protection

Output 3.2 Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programme (through learning-by-doing and mentoring processes)

64. This output focuses on the integration of the Rio Conventions into a selected sectoral development plan that will then be tested to demonstrate the feasibility and value of Rio Convention mainstreaming. A collaborative consultation process will be used to select a high value plan for mainstreaming. An accompanying implementation plan will be created. Stakeholder workshops will reconcile mandates among local and regional authorities. An important feature of the pilot project will be to strengthen decentralized management of data and information, including the capacities of stakeholders at the local and regional level to play a more proactive role in policy-setting and implementation. This output comprises a set of activities that will include preparing a feasibility study to best test the implementation of a mainstreaming programme, or plan. This output aims to help stakeholders critically think about how to implement the Rio

Conventions within the framework of sectoral and development plans under the Strategic Development Plan and Environmental Basic Law 26/2012. Lessons learned from the testing will be used to improve the draft roadmap (Output 3.3) as well as inform the replication of subsequent sectoral mainstreaming activities.

Activities:

- Select a high value programme and/or plan for piloting mainstreaming exercises
- Convene stakeholder workshops to reconcile mandates among local and regional authorities to allow for the implementation of the selected pilot plan/programme
- Prepare feasibility study and project document on activities to be piloted
- Pilot activities and learning-by-doing trainings are implemented

Output 3.3 Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012

65. This output focuses on preparing a roadmap that will serve as a manual and implementation plan for the long-term. The roadmap will be prepared through a series of learning-by-doing workshops and exercises to identify alternative approaches that will serve as better practice models. As other mainstreaming exercises under the project are carried out (such as the piloting of 3.2), they too will inform the preparation of the roadmap, making the roadmap a dynamic report over the course of project implementation. The roadmap will be a critical element of the long-term sustainability of project outcomes as it will support training of new staff after the project ends.

Activities:

- Cull lessons learned and best practices from pilot activities to inform the roadmap.
- Draft, validate, and finalize roadmap

Output 3.4 Resource mobilization strategy

66. This output will help ensure the sustainability of project outcomes, including the strengthened systems for data and information management. Activities include an in-depth analysis of the financing needs, and current best practices. Based on the recommendations of this analysis, a working group comprised of finance and economic experts will be created to discuss opportunities for piloting and implementing best practice and innovative financial and economic instruments. The Resource mobilization strategy will be presented at the one-day Project Results Conference.

Activities:

- Establish a peer review group of finance and economic experts for an independent review of the resource mobilization strategy and feasibility study of financial and economic instruments for piloting
- Carry out a financial and economic analysis. This includes identifying best practices and innovative financial and economic instruments for piloting.
- Conduct a feasibility study on financial and economic instruments for piloting
- Draft, review, and approve a resource mobilization strategy.

Component 4: Enhanced awareness and value of the global environment to meet socio-economic priorities

Expected Outcome: Improved environmental attitudes and values for the global environment

67. The activities under this component will focus on a broader range of foundational capacity building, largely intended to create a larger critical mass of social actors and other stakeholders that have an increased awareness and appreciation of the contribution that the global environment can make to meeting and sustaining national socio-economic development priorities. An important set of complementary activities under this component are English language courses, without which the technical training and public awareness dialogues would be for naught.

Output 4.1 Stakeholder dialogues on the value of the global environment (Rio Conventions)

68. This output includes a number of activities that are designed to strategically raise project awareness and awareness of the value of the environment as well as the Rio Conventions. This output targets the public at large as well as the private sector, planners and decision-makers, the media, and expert practitioners working in the field such as NGOs, academics and graduate students. At the beginning of the project, a conference will be held to introduce a diverse set of stakeholders to the project. Near the end of the project, the results and lessons learned will be presented in a second conference with two key goals. The first goal is to emphasize the positive impacts of the project strategy and its successes; this will encourage long-term institutionalization of Rio Convention commitments beyond this project. The second goal is to spur on-going commitment to replicating and institutionalizing best practices and successful approaches piloted under the project. Both conferences will be convened over a one-day period, and shall include presentations and panel discussions. During these conferences, a survey will be conducted to assess the stakeholders' awareness and value of the project issues at both the beginning and end of the project. Also included in this output are public awareness campaigns, dialogues and workshops.

Activities:

- Organize and convene a one-day Kick-off Conference and a one-day Results Conference
- Design and carry out a survey to assess understanding of Rio Convention mainstreaming
- Develop and validate public awareness and communication campaign plan
- Convene public policy dialogues to exchange cutting-edge views on the national-global environment nexus
- Convene national and sub-national awareness workshops
- Organize and convene private sector and media sensitization panel discussions on global environmental issues and environmental reporting
- Organize and convene training workshops on MEA legislative mainstreaming

Output 4.2 Brochures and articles on the Rio Conventions

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

Activities:

- Prepare and publish articles on linkages between the global environment and socio-economic issues for publication in popular literature

Output 4.3 Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives

70. This output includes several activities to develop and air public service announcements on provincial television. These, like the brochures of 4.2, are intended to highlight the value of the environment and the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

Activities:

- Prepare and air a Public Service Announcement (PSA) for provincial television and radio to promote environmental information management as well as mainstreaming of Rio Conventions into socio-economic development issues

Output 4.4 Improved educational curricula and youth civic engagement in partnership with the Ministry of Education

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

- Develop and apply an awareness module for public administration institutions on Rio Conventions mainstreaming
- Prepare an environmental awareness module for secondary schools on the global environment and on Rio Conventions mainstreaming

Output 4.5 Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools

72. This output serves two key purposes. The first is to facilitate a high profile of the project and generate more supporters and followers. The second is to serve as a form of clearing mechanism for key information related to Timor-Leste's enforcement of national environmental legislation towards meeting global environmental objectives.

Activities:

- Increase use of Internet and social media to disseminate data and information
- Create a Facebook page on environmental information and Rio Convention mainstreaming

Output 4.6 English language courses

73. During PPG consultations, limited English skills were identified as a major limitation to meeting obligations under the Rio Conventions. Thus, to address this issue, the project will hold English language courses. Courses will be held all four years and there will be six (6) sets of training with at least 30 stakeholders participating in each training course. At least 180 stakeholders will benefit from the English language courses by the end of the project.

Activities:

- Undertake English language training courses directed to all stakeholders that will participate in the various training and awareness-raising activities.

C.1.d Project Indicators

74. The project will be measured by sixteen outcome indicators, which appear in the Results Framework (Section F), and serve to guide the overall adaptive collaborative management of the project through effective monitoring and feedback mechanisms. The results framework provides the baseline for the indicators, as well as end-of-project target indicators. As a medium-sized project, there will not be an independent midterm evaluation to monitor and track project indicators.

75. The first indicator is a standard Integrated Results and Resources Framework (IRRF) indicator that responds specifically to the requirement for all UNDP/GEF projects to track their contribution to meeting expected outcome targets under the UNDP 2014-2017 Strategic Plan. Indicator two is also a standard IRRF indicator. Indicator three is a mandatory indicator which measures how many stakeholders have benefited from project capacity building activities. During project execution, participants at all learning-by-doing workshops will be recorded and the number of unique participants counted (to avoid double counting). Indicators four through 16 are project specific indicators.

- Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.
- Indicator 2: Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems
- Indicator 3: Number of direct project beneficiaries
- Indicator 4: Systems for data and information are strengthened and Rio Convention obligations are mainstreamed into sectoral plans that include targets to measure progress toward achieving global environmental obligations

- Indicator 5: A data and information management system is developed and tested that allows data, information, and knowledge to be tracked through creation to informing policy and plans
- Indicator 6: Stakeholders are trained on best practice skills to use data and information for planning and decision-making on the global environment
- Indicator 7: A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises
- Indicator 8: Inter-ministerial and inter-directorate communication, coordination, and collaboration is strengthened
- Indicator 9: Non-state public consultative mechanisms developed and integrated into official planning and decision-making processes
- Indicator 10: Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans.
- Indicator 11: New and improved best practice approaches to reconcile sectoral priorities with Rio Convention obligations are integrated into the decision-making framework
- Indicator 12: A sustainable financing strategy is developed for the national environmental information system
- Indicator 13: Raised awareness of the contribution of global environmental values to socio-economic development
- Indicator 14: Education modules on the importance of the global environment developed and English language courses held
- Indicator 15: Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders
- Indicator 16: A government-based website is created to network existing sources of electronic data and information

C.2 Global Environmental Benefits

76. Cross-cutting capacity development projects are not the type of projects that will directly yield global environmental benefits as they focus on strengthening the underlying capacities of programme activities. Instead, this project, like other CCCD projects, will provide the country with additional tools and strengthen institutional arrangements to facilitate effective and sustained action to meet Rio Convention obligations. CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects look to strengthen cross-cutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. Project indicators will include output indicators such as the systematic identification of data needs for all three Rio Conventions, process indicators such as workshops that include technical staffs from all key departments and agencies. These capacity development outcomes will be monitored through the Capacity Development Scorecard (Annex 1) (Bellamy & Hill, 2010).

77. This project responds to three main categories of articles under the three Rio Conventions, demonstrating both the global environmental value of the project and its cross-cutting capacity development strategy. The first set of Rio Convention articles refer to stakeholder engagement. The second set of articles Information Management and Knowledge. The third set of capacities refers to strengthening environmental governance. Further details about the convention requirements appear in the table below.

Table 2: Capacity development requirements of the Rio Conventions

| Type of Capacity | Convention Requirements | UNFCCC | UNCBD | CCD |
|--|---|------------------------|--|--|
| <i>Stakeholder Engagement</i> | Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue. | Article 4 Article 6 | Article 10 Article 13 | Article 5 Article 9 Article 10 Article 19 |
| <i>Organizational Capacities</i> | Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management. | Article 4 Article 6 | Article 8 Article 9 Article 16 Article 17 | Article 4 Article 5 Article 13 Article 17 Article 18 Article 19 |
| <i>Environmental Governance</i> | Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions. | Article 4 | Article 6 Article 14 Article 19 Article 22 | Article 4 Article 5 Article 8 Article 9 Article 10 |
| <i>Information Management and Knowledge</i> | Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions. | Article 4 Article 5 | Article 12 Article 14 Article 17 Article 26 | Article 9 Article 10 Article 16 |
| <i>Monitoring and Evaluation</i> | Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment. | Article 6 | Article 7 | N/A |

D. PROJECT PARTNERSHIPS

78. The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.

79. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate holistic and resilient construct of policy interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits.

D.1 Stakeholder Engagement

80. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the project baseline. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. During implementation, stakeholder engagement should begin as early as possible, allowing for increased ownership and thus sustainability. Key stakeholders will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Decisions should be negotiated in a way that also ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability.

81. During implementation stakeholders are expected to actively engage in all project activities including a) being involved in capacity building working group meetings, b) contributing to capacity building needs assessments, c) taking part in policy and finance teams, d) identifying types and formats of environmental information and flow, e) mainstreaming of Rio Conventions into national strategy and skill development activities.

82. The main project stakeholders are the government ministries that are responsible for key sectoral policies and legislation. Stakeholders are not only present at the national level, but at the field level, i.e., municipal and village level. Other stakeholders include the private sector and academic institutions that are important to ensuring the long-term sustainability of the project, such as the National University of East Timor. Additional key stakeholders are those from the rural areas in that they have a major stake in the sustainable management of natural resources. For the most part, these stakeholders are most at risk from land degradation as well as contributing to it through poor and unsustainable land management practices.

83. The Vice Ministry of Development Housing, Spatial Planning and Environment (MDHSPE) will take overall responsibility for implementation of the project. It will establish the necessary planning and management mechanisms to oversee project inputs, activities and outputs. There are a number of directorates under the Ministry of Commerce, Industry, and Environment, the staffs of which are expected to be active participants in targeted project activities. This includes the Centre for Climate Change and Biodiversity established and supported under the MDHSPE. The Directorates responsible for key environmental sectoral policies and legislation are:

- Directorate of Pollution Control and Environmental Impact Assessment
- Directorate for Climate Change
- Directorate for Protection and Recuperation for Biodiversity

84. Directorates under the Ministry of Social Solidarity, the Ministry of Agriculture and Fisheries, the Ministry of Strategic Planning and Investment, the Ministry of Public Works, the Ministry of Transport and Communication, the Ministry of Education, and the Ministry of Finance, are also expected to actively engage in the project. They include: the Directorate for Water Resources, the Directorate for Protected Areas, the Directorate for Forestry, the Directorate for Fisheries, the Directorate for Renewable Energy, and the Directorate for Disaster Risk Reduction. Table 3 provides more details about stakeholder involvement.

Grievance Resolution Mechanism

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

Table 3: Stakeholders and their anticipated roles in the project

| Stakeholder | Mandate |
|---|---|
| Ministry of Commerce, Industry, and Environment | The Directorate for Environment under the Vice Ministry of Development Housing, Spatial Planning and Environment (MDHSPE) is responsible for the environment, climate change, and for designing, implementing and evaluating policies; promoting, supporting, and overseeing the strategies to mainstream environmental issues in sectoral policies; undertaking strategic environmental assessments of policies, plans, programme and legislation; and coordinating the environmental impact assessment of projects at the national level. |
| Ministry of Agriculture and Fisheries | The Ministry of Agriculture and Fisheries is responsible for the design, implementation, coordination and evaluation of agriculture, forestry, fisheries and livestock programmes in Timor-Leste. |
| Ministry of Tourism, Trade and Commerce | The Ministry of Tourism, Trade and Commerce works with communities to build capacity to support the growing ecotourism sector. The ministry also works to raise awareness about tourism and improve access by communities to the market. |
| Ministry of Public Works, Transport and Communications | The Ministry of Public Works, Transport and Communication is mandated to propose and implement policy guidelines and enforce legal frameworks in the areas of public works, housing, water supply, and management of water resources, sanitation, power, transport, and communications. |
| Ministry of Education | The Ministry of Education is responsible for designing the national curriculum for the various levels of schooling and the corresponding assessment schemes. The ministry also approves the school programmes, as well as the guidelines for their implementation. |
| Ministry of Social Solidarity National Directorate for Disaster Risk Reduction | The Ministry of Social Solidarity is responsible for designing, implementing, coordinating and evaluating programmes for managing the risk of natural disasters. The ministry works collaboratively with other line ministries to ensure that projects are not only complimentary, but also responsive to country priorities highlighted in the National Adaptation Programme of Action. |

| Stakeholder | Mandate |
|---|--|
| Ministry of State of Administration: National Institute of Public Administration | The National Institute of Public Administration provides leadership training, technical training and professional courses to newly recruited civil servants, chief of sections, chief of departments, directors, director nationals and director generals. |
| Ministry of Planning and Strategic Investment | The Ministry of Planning and Strategic Investments is responsible for the design, coordination and evaluation of policies for the promotion of the country's economic and social development, through strategic and integrated planning and the rationalization of available financial resources. Specifically, the ministry is responsible for the implementation of the Strategic Development Plan 2011-2030, as it pertains to: <ul style="list-style-type: none"> - Infrastructure and urban planning - Oil and mineral resources - Territorial planning and management |
| Local Government | These stakeholders are responsible for planning, development, and implementation at the community levels. They work closely with the NGOs and CBOs. Community members also coordinate project activities and contribute towards project implementation. |
| Traditional and customary local management bodies | These structures are very important in the country and are also closely linked to local government agencies. They are repositories of local traditional knowledge on the management of the environment, agricultural practices and changes in stocks of natural resources. |
| NGOs | NGOs work collaboratively with community members, government, and other non-government organizations. Often, NGOs act as a vehicle for the introduction of new ideas and represent the interests of the most vulnerable people in society. |
| Academia and Research Institutions | Technical and research institutes include national universities and research institutes involved in conservation, agriculture and rural development, such as the National University of Timor-Leste. These stakeholders are essential for data networks and provision of information for the monitoring of progress. |
| International development and technical assistance partners | These partners are already involved in programme, projects and financial assistance systems. Partners include multilateral such as the United Nations, European Union, World Bank, and Asian Development Bank and bilateral organizations: Japan International Cooperation Agency, Korea International Cooperation Agency, USAID, the Department of Foreign Affairs and Trade, and GIZ. |

Indigenous Population and Gender

86. Timor-Leste has nine ethnic groups that speak twenty Indigenous languages and dialects (Cultural Survival, 2016). To avoid risks which might arise from policy changes and/or the use of local knowledge in the project design, the application of the principles of Free Prior and Informed Consent is necessary. During the development of the project, consultations were held with groups who represent indigenous peoples' interests. Indigenous peoples' involvement will continue during project implementation as representatives from these communities will participate and engage in capacity building activities. Gender-equality issues will be considered to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to coordination; the access of information and creation of knowledge to inform decision-making; and decentralization; to meet global environmental obligations. For a more detailed description of gender inclusion see the section on gender mainstreaming below.

D.2 Linkages with other Initiatives

87. This project will coordinate with a number of initiatives, as appropriate, including those receiving GEF financing. Key projects that this project will link with are described in the table below.

Table 4: Related projects

| Project/initiatives | Funding Source | Project activities that align with this project |
|---|-----------------------|---|
| Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods | GEF | <ul style="list-style-type: none"> • A comprehensive coastal management and adaptation plan developed and budgeted for the entire coast of Timor-Leste (as part and a direct contribution to National Adaptation programme). • Technical skills developed (through specialized trainings), methods (economic valuation and cost-benefit analysis), solid value-chain analysis of livelihood options, and software introduced to monitor climate change induced coastal change and to plan management responses at policy levels |
| Strengthening the Resilience of Small Scale Rural Infrastructure and Local Government System to Climatic Variability and Risk | GEF | <ul style="list-style-type: none"> • Climate variability risk and vulnerability information compiled • Capacity for evidence-based policy developed and contributes towards a comprehensive national climate change policy framework and strategy • Platform for national dialogue and information sharing on climate risks established and coordinated by MDHSPE • Development of climate variability risk and vulnerability assessment guidelines and tools which are integrated and scaled-up within the district and sub-district level planning process • Capacity development plan drafted and technical capacity enhanced for district and sub-district level local administration to understand and integrate climate risk information into local planning, budgeting and budget execution • Local contractor staff trained in climate resilient design, construction and maintenance of small scale rural infrastructure |
| Strengthening Community Resilience to Climate – induced disasters in Dili to Ainaro Road Development corridor, Timor-Leste | GEF | <ul style="list-style-type: none"> • Build capacities of district and sub-district disaster management committees and district disaster operation centres to budget and deliver climate induced disaster prevention financing in at least two districts |
| Securing the long term conservation of Timor-Leste’s Biodiversity and ecosystem services through the establishment of a functioning National Protected Area Network and the improvement of natural resource management in priority catchment corridor | GEF | <ul style="list-style-type: none"> • Youth training programme for environmental management designed and implemented • Adult education programme for natural resource management designed and implemented |
| Global Climate Change Alliance support programme to Timor-Leste | GIZ 2013 - 2018 | <ul style="list-style-type: none"> • Communities living in the selected sub-district have enhanced capacities to cope with climate change effects through the sustainable management of their natural resources • Improved the capacity of the Agriculture and Land Use Geographic Information system to collect and monitor climate data • Enhance the capacity of the National Directorate of Forestry (NDF) • Improve the capacity of communities living in the selected sub-district to adapt to climate change effects through the sustainable management of their natural resources |

| Project/initiatives | Funding Source | Project activities that align with this project |
|---------------------|----------------|--|
| | | <ul style="list-style-type: none"> • Improve the capacity of Agriculture and Land Use Geographic Information system to collect and monitor climate data • Enhance the capacity of the National Directorate of Forestry • Vulnerability assessments in nine villages will contribute to increased problem awareness • Develop an agro-meteorological strategic plan • Train key officials on climate change adaptation |

88. The design and implementation of the proposed CCCD project would also take into account the development plans of other bilateral and multilateral donors in country to ensure appropriate alignment as well as to leverage the necessary co-financing. During the implementation, further discussions will be held with partner donor agencies, such as European Union, Department of Foreign Affairs and Trade and World Bank that are supporting similar capacity building activities to determine the extent to which current and planned programme and projects are complementary to the proposed CCCD project.

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

D.3 Mainstreaming Gender

90. As is the case in many countries, women in Timor-Leste do not enjoy gender parity. Equality issues stem from Timorese society, which has strict gender roles for men and women that lead to discriminatory practices. Women in Timor-Leste experience high levels of domestic violence, and lag behind men in literacy and educational attainment. Women also have less exposure to mass media and hold few leadership positions within the districts. In 2011, there was one female sub-district governor and zero female district governors. The participation of women in governance and political matters is limited by social norms and their own expectations: many women are not comfortable voicing opinions as they feel they are not listened to (Larson, 2015). Combined, these factors limit women’s empowerment in Timor-Leste.

91. The GEF policy on Gender Integration addresses the link between gender equality and environmental sustainability and acts as a guide for the integrating gender aspects in its policies, programmes and operations. The policy requires GEF agencies to have their own accredited gender policy. UNDP has translated this commitment in its own UNDP Gender Strategy 2014 - 2017, which provides guidance on how to integrate gender in all UNDP supported activities. In the context of Free and Prior Informed Consent, particular attention will be given to the voice of these vulnerable groups in decentralized planning and consultation frameworks.

92. Gender mainstreaming from a project construct requires deliberate action to address the policy and institutional barriers that marginalize women. While culture is certainly an important issue that generally have minimized or restricted access to economic and social benefits equal to their male counterparts, awareness-raising and alternative roles for women offer an opportunity for them to play a greater role in promoting ethical approaches to sustainable development. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally

- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

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

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

94. Despite this focus on gender mainstreaming, the GEF will not finance activities that promote gender equality; this is not an eligible use of GEF finance, but rather a new requirement of the strategic design of GEF-financed projects since April 2011². Gender issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Additionally, to help ensure that gender does not become a marginalized issue, gender sensitive indicators to be monitored per good practice (Demetriades, 2007; Moser, 2007).

D.4 South-South and Triangular Cooperation

95. This project's approach to South-South and Triangular Cooperation is in line with UNDP's approach, which is to support South-South and Triangular Cooperation in order to maximize the impact of development, hasten poverty eradication, and accelerate the achievement of Sustainable Development Goals. This project will encourage and strengthen shared self-reliance among developing countries through the exchange of experiences, best practices, and lessons learned. This will be achieved by coordinating with on-going projects in the area, such the Economics of Climate Change Adaptation project. The Capacity Building Programme on the Economics of Climate Change Adaptation in Asia is a cooperative effort between UNDP, the USAID Adapt Asia-Pacific Project, the Asian Development Bank, the Global Water Partnership and Yale University.

96. This project works in Indonesia, Nepal, Bangladesh, Viet Nam, Cambodia, Lao PDR, Maldives, Mongolia, Philippines, Sri Lanka, and Thailand. This programme works to develop skills for economic appraisal methods for climate change impacts on key sectors in order to facilitate a more comprehensive approach to mainstreaming climate change risks into planning processes. The programme, which is comprised of a series of trainings, in-country data collection, and economic analysis is currently near completion and is in the process of collating its training material, including case studies from countries with similar challenges, into university courses designed for government staff.

97. Another relevant project is Indonesia's Capacity Development for Implementing Rio Conventions through Enhancing Incentive Mechanisms for Sustainable Watershed/Land Management project. This project works to strengthen policy, legislative, and economic instruments, as well as improve awareness of global environmental values. This project is relevant insofar that, as it takes place in the neighbouring country and having similar socio-economic and environmental contexts, may offer important lessons learned for the present project, in particular for the sharing of experiences

98. Timor-Leste is already engaged with its regional neighbours in the a) Coral Triangle Initiative, b) the Arafura Timor Sea Ecosystem Action Programme, and c) the Partnerships for Environmental Management for the Seas of East Asia. Each of these initiatives has potential major benefits for Timor-

² See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

Leste in strengthening institutional mechanisms to integrate environmental governance and ecosystem management. During implementation, other related initiatives will be identified and lessons learned will be incorporated into implementation. Sharing knowledge between nations will help achieve and sustain outcomes under this project by allowing for this project to a) preemptively address known problems, b) reduce the learning curve, and c) limit wasted resources by focusing efforts on proven techniques.

99. This Cross-Cutting Capacity Development project will link to and build upon these efforts, and will use best practices to, among other activities, build an education course(s) for government staff in Timor-Leste. By establishing links to the broader regional programme, Timor-Leste can ensure course material reflects international standards, while promoting South-South knowledge sharing.

100. In addition to learning from other projects, best practices and lessons learned from this CCCD project will be disseminated so that other countries may benefit from country's experience. For example, the tools on information and knowledge management and integrating the three Rio Conventions in national strategies and plans, could serve as models for other countries facing similar challenges.

E. FEASIBILITY

101. A project’s feasibility is assessed according to the following criteria: a) sustainability and scaling up, b) social and environmental safeguards, c) cost efficiency and effectiveness, and d) risk management. This section covers risk management and social and environmental safeguards. Sustainability and scaling up is covered in B.7, whereas the project’s cost efficiency and effectiveness appears in I.3.

E.1 Risk and Assumptions

102. The risks that were identified during the PPG phase and their mitigation measures appear in the table below. As per standard UNDP requirements, the Project Coordinator 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. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the Annual Progress Report. Although there are risks to project implementation, these do not pose a significant threat to successful project implementation.

Table 5: Project Risks

| Project risks | | | | | |
|--|-----------------------------|--|--|---------------------|--------|
| Description | Type | Impact & Probability | Mitigation Measures | Owner | Status |
| Stakeholders have limited absorptive capacities to implement project activities | Operational | Limited absorptive capacity could lead to implementation delays P=4 I=1 | The project will be implemented by UNDP with a joint steering committee composed of representatives of the Vice Ministry of Development Housing, Spatial Planning and Environment and UNDP. An important element of the project will be to facilitate the capacity development of the Inter-Ministerial Working Group for Environment and Natural Resources for its re-convening. Additionally, the project will be structured in such a way that outputs are to be implemented in manageable sets of activities, taking into account national absorptive capacities. With respect to enforcement, a key criterion in the design of the multi-stakeholder process is that consensus and legitimacy be negotiated and verified at regular stages of project implementation. | Project Coordinator | |
| Ownership of the programme can be a challenge, especially when there is a change made in the government structure. This is due to the fact | Organizational Political | Frequent change of officials and lack of ownership could lead to implementation delays and may undermine the | Notwithstanding, changes in political leadership tend to reverberate vertically, with heads of ministries replaced as a result of nominations from parliamentary factions, who in turn may replace heads of | Project Coordinator | |

| Project risks | | | | | |
|--|--|--|--|---------------------|--------|
| Description | Type | Impact & Probability | Mitigation Measures | Owner | Status |
| that every election, there are changes made to the existing structures where the priority may be changed, especially political elections and changes in government structure could result in a change in leadership among the key government bodies, with implications for the loss of institutional memory. | | attainment of project outcomes. P=2 I=3 | technical or administrative departments. | | |
| Internal resistance to change. This is a natural human condition and reflects people's comfort with known policies and procedures. | Operational Organizational Political | Internal resistance to change could lead to implementation delays. P=2 I=3 | The activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made. These will not be dictated by external expertise, but rather facilitated by experts and independent advisors so that stakeholders discuss and come to consensus agreements themselves. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises. For this reason, the project makes the implicit assumption that stakeholders will give the benefit of the doubt to the design of the project activities, be open to new and opposing perspectives, and actively participate in the project to negotiate issues and recommendations towards a consensus. | Project Coordinator | |
| Stakeholders have an insufficient comprehension of | Operational Organizational | Insufficient comprehension could limit the | Stakeholder consultations during the development of the project were important to | Project Coordinator | |

| Project risks | | | | | |
|---|--|---|---|---------------------|--------|
| Description | Type | Impact & Probability | Mitigation Measures | Owner | Status |
| best practices, environmental issues, and the importance of environmental conservation and protection and how they relate to national sustainable development priorities. This insufficient comprehension is in part due to insufficient English language skills. | | effectiveness of the project and could undermine commitment of stakeholders to the project. P=4 I=1 | understanding the risk. The project will address limited capacity, including limited English language skills, by spreading implementation roles across several stakeholders, implementing English language classes, and building awareness through a) education, b) PSAs, and c) translated brochures. | | |
| There is a real risk that coordination will be challenging | Operational Organizational Political | Inadequate communication and collaboration could hinder the effective implementation of project outcomes, such as the strengthened data system. P=2 I=3 | To mitigate this risk, the project includes several approaches. During the proposal formulation, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders will meet on a regular basis through the Project Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project has select activities to strengthen institutional mechanisms for improved coordination and collaboration. These include negotiating best consultative processes and memoranda of agreement | Project Coordinator | |

E.2 Social and Environmental Safeguards

103. The UNDP Social and Environmental Screening revealed no relevant risks to the project. A project categorization is based on the highest level of significance of identified risks. Since there are no identified risks in this project, the overall risk categorization of the project is low. See Annex 4 for UNDP Social and Environmental Screening. As a Low Risk project, no further social and environmental assessments are required. The Project Steering Committee will negotiate any environmental and social grievances. Environmental and social grievances will be reported to the GEF in the APR.

104. In addition to the UNDP Social and Environmental Screening, during the PPG, consultations were held with a number of stakeholders to gain a better understanding of potential social and environmental impacts so that the project strategy would address these considerations. These consultations resulted in a more feasible project strategy.

F. PROJECT RESULTS FRAMEWORK

Annex 2 is a plan that provides the additional information of frequency and responsibility for data collection as an additional tool to monitor the project results framework.

| |
|--|
| This project will contribute to the following Sustainable Development Goal (s): SDG 13, SDG 14, and SDG 15 |
| This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 1.4: People of Timor-Leste, particularly those living in rural areas vulnerable to disasters and the impacts of climate change, are more resilient and benefit from improved risk and sustainable environment management. |
| Outcome 3.3: Rural resilience, livelihoods and food security improved through better production and postharvest management practices, better management of natural resources and ecosystems services including actions on climate change adaptation and mitigation |
| Outcome 4.2: Public sector oversight, accountability and transparency institutions, mechanisms and processes strengthened. |
| This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. |

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|--|--|--|--|---|---|
| Project Objective To strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress. | Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. | <ul style="list-style-type: none"> Coordination and formal mechanism are inadequate. Further, many solutions for the sustainable management of natural resources are only available within the construct of externally-funded projects. Thus, the baseline of this indicator is effectively zero. | <ul style="list-style-type: none"> Institutional arrangements and inter-agency agreements on information management are negotiated One new cooperation mechanism targeted to catalyzing Rio Convention mainstreaming at the directorate level among stakeholder agencies and organizations | <ul style="list-style-type: none"> Meeting Minutes³ Working group and workshop reports and products⁴ UNDP quarterly progress reports Annual Project Implementation Reports Independent final evaluation report GEF Cross-Cutting Capacity Development Scorecard Resource mobilization strategy | <ul style="list-style-type: none"> Government ministries and authorities maintain political commitment to the project The project will be executed in a transparent, holistic, adaptive, and collaborative manner Non-state stakeholder representatives, in particular project champions, remain active participants in the project Policy and institutional reforms and modifications recommended by the |
| | Indicator 2: Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable | <ul style="list-style-type: none"> The baseline of this indicator is qualitatively measured as inadequate, reflected by the inadequacy of existing policy and legal | <ul style="list-style-type: none"> One consultative and coordinating mechanism that catalyzes the mainstreaming of global | | |

³ Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

⁴ These will include a list of all workshop and working group participants

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|--|--|---|---|--|--|
| | use, and access and benefit sharing of natural resources, biodiversity and ecosystems | instruments to guarantee the realization of Rio Convention obligations. While the baseline consists of various environmental and development policies and laws, their inadequacy lies in their sectoral and thematic construct, insufficient awareness and understanding of how to reconcile competing policies and laws, and inadequate guidance on the strategic operationalization of this policy framework. | environmental obligations within national development planning and policy formulation <ul style="list-style-type: none"> At least one by-law or legal instrument has been developed or strengthened to catalyze compliance with standards to support the realization of Rio Convention obligations At least one sectoral plan effectively integrated with criteria and indicators that reinforce Rio Convention obligations achievements. | <ul style="list-style-type: none"> Training programme | <p>project are politically, technically, and financially feasible</p> <ul style="list-style-type: none"> There is a commitment of the relevant government agencies and their staffs to actively engage in project activities Non-state stakeholder representatives, in particular project champions, remain active participants in the project |
| | Indicator 3: Number of direct project beneficiaries | <ul style="list-style-type: none"> The baseline for this project is set at zero, to be compared with the number of unique stakeholders benefitting from the project's activities | <ul style="list-style-type: none"> At least 350 different stakeholders have benefitted directly from project activities | | |
| | Indicator 4: Systems for data and information are strengthened and Rio Convention obligations are mainstreamed into sectoral plans that include targets to measure progress toward achieving global environmental obligations | <ul style="list-style-type: none"> Strategies, policies and programmes for environmental conservation are inadequate The existing institutional structures and mechanisms for data and information management are out of date and hinder by limited data sharing. | <ul style="list-style-type: none"> Institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues There is improved coordination between stakeholder Obligations under the Rio conventions are mainstreamed into select sectoral policies, | | |

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|---|--|--|--|---|---|
| | | | <p>legislation, plans and programmes</p> <ul style="list-style-type: none"> • There is an increase in the appreciation of the Rio Conventions among the general public • Rio Convention obligations are being better implemented through an integrated system of data and information management | | |
| <p>Component/Outcome⁵ 1</p> <p>Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues</p> | <p>Indicator 5: A data and information management system is developed and tested that allows data, information, and knowledge to be tracked through creation to informing policy and plans</p> <p>Indicator 6: Stakeholders are trained on best practice skills to use data and information for planning and decision-making on the global environment</p> <p>Indicator 7: A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on</p> | <ul style="list-style-type: none"> • Data creation and management remains a major challenge for Timor-Leste. • Systems for data and information management are outdated and inadequate • Decision-makers and government staff have limited technical skills | <ul style="list-style-type: none"> • Systems and processes for managing key environmental data and information updated by month 12 • Institutional reforms for improved access to data and information implemented by month 31 • Environmental indicators are selected and incorporated into M&E processes by month 36 • A cost-effective monitoring plan is finalized by month 12 • Select monitoring and compliance reforms piloted from month 13 to 36 | <ul style="list-style-type: none"> • Meeting minutes • Feasibility study • Peer reviewer comments • Baseline assessment • Official letter of approval • Lessons learned report • Needs assessment report • Training programme and module • Tracking and progress reports • Participant registration lists • Workshop reports • SWOT and gap | <ul style="list-style-type: none"> • Best practices from other countries are appropriately used • Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Expert peer reviewers follow through with quality reviews • System is politically, technically, and financially feasible • The government remains politically committed to the system and facilitates its development and approval • The experience of civil servants and other stakeholders in the learn- |

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

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|--|---|--|--|---|--|
| | lessons learned from the project's learning-by-doing workshops and related exercises | | <ul style="list-style-type: none"> • Institutional arrangements and inter-agency agreements on information sharing are negotiated by month 31 • Early implementation of the system is completed by month 36 • Institutions and stakeholders trained by month 36 • Training exercises begin by month 18 and continues through to month 36 • At least 150 stakeholders (at least 40% women) are trained on data management skills relevant to the NEIS • Long-term training programme on data and information management developed by month 40 | analysis | <p>by-doing training will be sufficiently rewarding that further interest is generated for sustained and active participation in the long-term</p> <ul style="list-style-type: none"> • Lead agencies will allow their staff to attend all trainings |
| Component 2 Coordination of technical directorates, policy, planning and programming | <p>Indicator 8: Inter-ministerial and inter-directorate communication, coordination, and collaboration is strengthened</p> <p>Indicator 9: Non-state public consultative mechanisms developed and integrated into official planning and decision-making processes</p> | <ul style="list-style-type: none"> • There is limited inter and intra agency coordination • There is a weak legislative base for coordination and information sharing of research activities | <ul style="list-style-type: none"> • Non-state public consultative mechanisms developed by month 38 • National inter-directorate coordination group established by month 5 and convened • Inter-ministerial council meetings convened • Training workshops for improved inter-agency coordination and collaboration held | <ul style="list-style-type: none"> • Memoranda of agreements • Working group minutes • Attendance list | <ul style="list-style-type: none"> • Non-state stakeholder representatives, in particular project champions, remain active participants in the project • Institutional reforms and modifications recommended by the project are politically, technically, and financially feasible |

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|---|--|--|---|---|---|
| <p>Component 3</p> <p>Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes</p> | <p>Indicator 10: Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans.</p> <p>Indicator 11: New and improved best practice approaches to reconcile sectoral priorities with Rio Convention obligations are integrated into the decision-making framework</p> <p>Indicator 12: A sustainable financing strategy is developed for the national environmental information system</p> | <ul style="list-style-type: none"> Strategies, policies and programmes for environmental conservation are inadequate There is limited availability of funding Existing government and private sector budgets for environmental management are very limited | <ul style="list-style-type: none"> Targeted policies, legal and regulatory instruments are amended by month 18 Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programme (through learning-by-doing and mentoring processes) Roadmap prepared to implement global environmental in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 by month 41 Feasible resource mobilization strategy finalized by month 39 | <ul style="list-style-type: none"> Resource mobilization strategy By-laws Working group meeting minutes Updated mandates and operational plans Roadmap | <ul style="list-style-type: none"> Strategy developed by the project is politically, technically, and financially feasible Institutional reforms and modifications recommended by the project are politically, technically, and financially feasible and approved by the Project Steering Committee Institutions and working groups are open to change |
| <p>Component 4</p> <p>Enhanced awareness and value of the global environment to meet socio-economic priorities</p> | <p>Indicator 13: Raised awareness of the contribution of global environmental values to socio-economic development</p> <p>Indicator 14: Education modules on the importance of the global environment developed and English language courses held</p> <p>Indicator 15: Collectively and over the</p> | <ul style="list-style-type: none"> There have been notable observations by stakeholders that low level of awareness among policy makers is a key challenge to promote all environmental issues in TL – particularly for finalizing national policies, plans, strategies and also for allocation of resources in relevant ministries and agencies. Government stakeholders and the general public remain unaware or unconcerned about the | <ul style="list-style-type: none"> Public Service Announcement (PSA) Environmental awareness module prepared Project Launch and Results Conference held by months 4 and 46 Private sector and media sensitization panel discussions held Articles on linkages between the global environment and socio-economic issues | <ul style="list-style-type: none"> Panel discussion minutes Meeting minutes Awareness and sensitization workshop reports Training programme, curricula, materials and training modules Attendance list PSA Brochures and | <ul style="list-style-type: none"> Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue) Survey respondents contribute their honest attitudes and values Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through |

| | Objective and Outcome Indicators | Baseline | End of Project Target | Means of Verification | Assumptions |
|--|--|--|---|---|---|
| | <p>three years of project implementation, the awareness-raising workshops engage over 500 unique stakeholders</p> <p>Indicator 16: A government-based website is created to network existing sources of electronic data and information</p> | <p>contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</p> <ul style="list-style-type: none"> • Awareness of Rio Convention mainstreaming is limited, and stakeholders do not fully appreciating the value of conserving the global environment. • During PPG consultations, limited English skills were identified as a major limitation to meeting obligations under the Rio Conventions. | <ul style="list-style-type: none"> • Survey developed (N>500) and employed by month 6 and 46 • At least two (2) national and three (3) sub-national awareness workshops held, spread out in years 2,3,and 4 • At least two (2) private sector and two (2) media sensitization panel discussions held, one held each year • At least 12 articles and at least 2 per year on linkages between the global environment and socio-economic issues published • At least six (6) sets of English training courses with at least 30 stakeholders participating in each course. • At least 180 stakeholders will benefit from the English language courses by the end of the project. | <p>articles</p> <ul style="list-style-type: none"> • Facebook page | <p>national environmental legislation over time</p> <ul style="list-style-type: none"> • Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way • The right representation from the various government ministries, departments, and agencies participate in project activities • There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities • Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness • Articles published in the popular media will be read and not skipped over • Brochures will be read and the content absorbed |

G. MONITORING AND EVALUATION PLAN

105. The project results as outlined in the project results framework (Section F) will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component Four on knowledge management, the project monitoring and evaluation plan will also facilitate learning and ensure that knowledge is shared and widely disseminated to support the scaling up and replication of project results.

106. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP Programme and Operations Policies and Procedures 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 meet high quality standards in a timely fashion. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies⁶.

107. 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 on 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 Capacity Development Scorecard) across all GEF-financed projects in the country.⁷

M&E Oversight and monitoring responsibilities:

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

109. The Project Coordinator will develop annual work plans based on the multi-year work plan included in Annex 2, including annual output targets to support the efficient implementation of the project. The Project Coordinator will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Annual Progress Report, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., the gender strategy or the knowledge management strategy) occur on a regular basis.

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

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

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

111. **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 and generated by the project supports national systems.

112. **UNDP Country Office:** The UNDP Country Office will support the Project Coordinator as needed. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual progress report and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

113. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes: a) the UNDP Quality Assurance Assessment; b) the ATLAS risk log; c) the UNDP gender markers; and d) the development, monitoring, and reporting of annual targets. Any quality concerns flagged during these M&E activities must be addressed by the UNDP Country Office and the Project Coordinator.

114. 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 and/or the GEF Independent Evaluation Office.

115. **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.

116. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on direct implemented projects (DIM).⁸

Additional GEF monitoring and reporting requirements:

117. **Inception Workshop and Report:** A project inception workshop will be held within three months after the project document has been signed by all relevant parties. Other key monitoring and reporting requirements will include:

- Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and 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 Operational Focal Point 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

⁸ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

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

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

119. 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.

120. 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.

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

122. GEF Focal Area Tracking Tools: The Capacity Development Scorecard is the GEF Tracking Tool that will be used to monitor the capacities developed. A baseline scorecard was prepared (Annex 1). The capacities developed under the scorecard will be assessed a second time at the end of the project, and used to infer the extent to which the project contributed towards their strengthening. This final scorecard will *not* be completed by the Project Coordinator or Project Team, but rather by the independent consultant contracted to undertake the terminal evaluation. The final Scorecard will be submitted to the GEF as part of the terminal evaluation report.

123. Terminal Evaluation: An independent terminal evaluation will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before the 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 capacities developed and the sustainability of project outcomes. The Project Coordinator will remain on contract until the terminal evaluation report and the companion management response have been finalized. The terms of reference, the evaluation process, and the terminal evaluation report will follow the standard templates and guidance prepared by the UNDP Independent Evaluation Office for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be '*independent, impartial, and rigorous*'.

124. The consultants (international and national) that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support will be available from the UNDP/GEF Directorate. The terminal evaluation report will be cleared by the UNDP Country Office and the UNDP/GEF Regional Technical Adviser, and will be approved by the Project Steering Committee. The terminal evaluation report will be publically available in Portuguese, Tetum, and English.

125. 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 and the corresponding management response to the UNDP Evaluation Resource Centre's website. Once uploaded, the UNDP Independent Evaluation Office will undertake a quality assessment, validate the findings and ratings in the terminal evaluation report, and rate the quality of the report. The UNDP Independent Evaluation Office assessment report will be sent to the GEF Independent Evaluation Office.

126. Final Project Report Package: The project's final APR along with the terminal evaluation report and corresponding management response will serve as the final project report package, which will be translated into in Portuguese, Tetum, and English. The final project report package will be discussed with the Project Steering Committee during an end-of-project review meeting to discuss lessons learned and opportunities for replication and scaling up.

127. In accordance with UNDP financial management policies and in agreement with the Government of Timor-Leste, sound project financial management procedures will be followed in order to ensure accountability and cost-effectiveness. The Project Coordinator will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Timor-Leste. The project will be applying the Direct Implementation Modality (DIM) and will follow standard UNDP rules and regulations, as per the DIM authorization for the Timor-Leste Country Programme.

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

| GEF M&E requirements | Primary responsibility | Indicative costs to be charged to the Project Budget ⁹ (US\$) | | Time frame |
|---|--|--|--------------|---|
| | | GEF grant | Co-financing | |
| Inception Workshop | UNDP Country Office | US\$ 6,000 | US\$ 3,000 | Within three months of project document signature |
| Inception Report | Project Coordinator | None | None | No later than one month after the inception workshop |
| Standard UNDP monitoring and reporting requirements as outlined in the UNDP Programme and Operations Policies and Procedures | UNDP Country Office | None | None | Quarterly, annually |
| Monitoring of indicators in project results framework (MDHSPE) | Project Coordinator | Per year: US\$ 1,500 (US\$ 6,000 total) | US\$ 2,000 | Annually. As part of the annual reporting process |
| UNDP Annual Progress Report | Project Coordinator and UNDP Country Office and UNDP/GEF team | None | None | Annually |
| DIM Audit as per UNDP audit policies | UNDP Country Office | Per year: US\$ 1,500 (US\$ 6,000 total) | US\$ 4,000 | Annually or other frequency as per UNDP audit policies |
| Lessons learned and knowledge generation | Project Coordinator | US\$ 10,000 | US\$ 4,000 | Annually. This budget is distinct from that under knowledge management below. |
| Monitoring of environmental and social risks, and corresponding management plans as relevant | Project Coordinator UNDP CO | None | US\$ 4,000 | On-going |
| Addressing environmental and social grievances | Project Coordinator UNDP Country Office | None for time of project manager, and UNDP CO | US\$ 4,000 | This cost will be limited to the in-kind cost of consultations and meetings directed specifically to resolve and/or address relevant grievances |
| Project Steering Committee meetings | Project Steering Committee UNDP Country Office Project Coordinator | US\$ 4,000 | US\$ 4,000 | Two meetings per year at US\$ 500 per meeting cash and an equal amount as in-kind |
| Supervision missions | UNDP Country Office | None ¹⁰ | None | No supervision missions are required for this project |

⁹ Excluding project team staff time and UNDP staff time and travel expenses

¹⁰ 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 ⁹ (US\$) | | Time frame |
|---|---|--|--------------------|--|
| | | GEF grant | Co-financing | |
| Oversight missions | UNDP/GEF team | None | None | Troubleshooting as needed |
| Knowledge management as outlined in Component 4 | Project Coordinator | US\$ 15,000 | US\$ 4,000 | On-going. This cost is associated with particular knowledge reports and brochures, a number of which will be translated into Tetum for wider distribution. |
| GEF Secretariat learning missions/site visits | UNDP Country Office and Project Coordinator and UNDP/GEF team | None | None | To be determined |
| Terminal GEF Tracking Tool | Project Coordinator | None | None | As part of the terminal evaluation mission |
| Independent Terminal Evaluation included in UNDP evaluation plan, and management response | UNDP Country Office and project team and UNDP/GEF team | US\$ 25,000 | US\$ 5,000 | At least three months before operational closure |
| Translation of Final Project Package Report into English | UNDP Country Office | US\$ 3,000 | None | Some Tetum-English interpretation and translation may be needed, although the report will be prepared in English. |
| TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses | | US\$ 75,000 | US\$ 34,000 | |

G.1 Evaluation Schedule

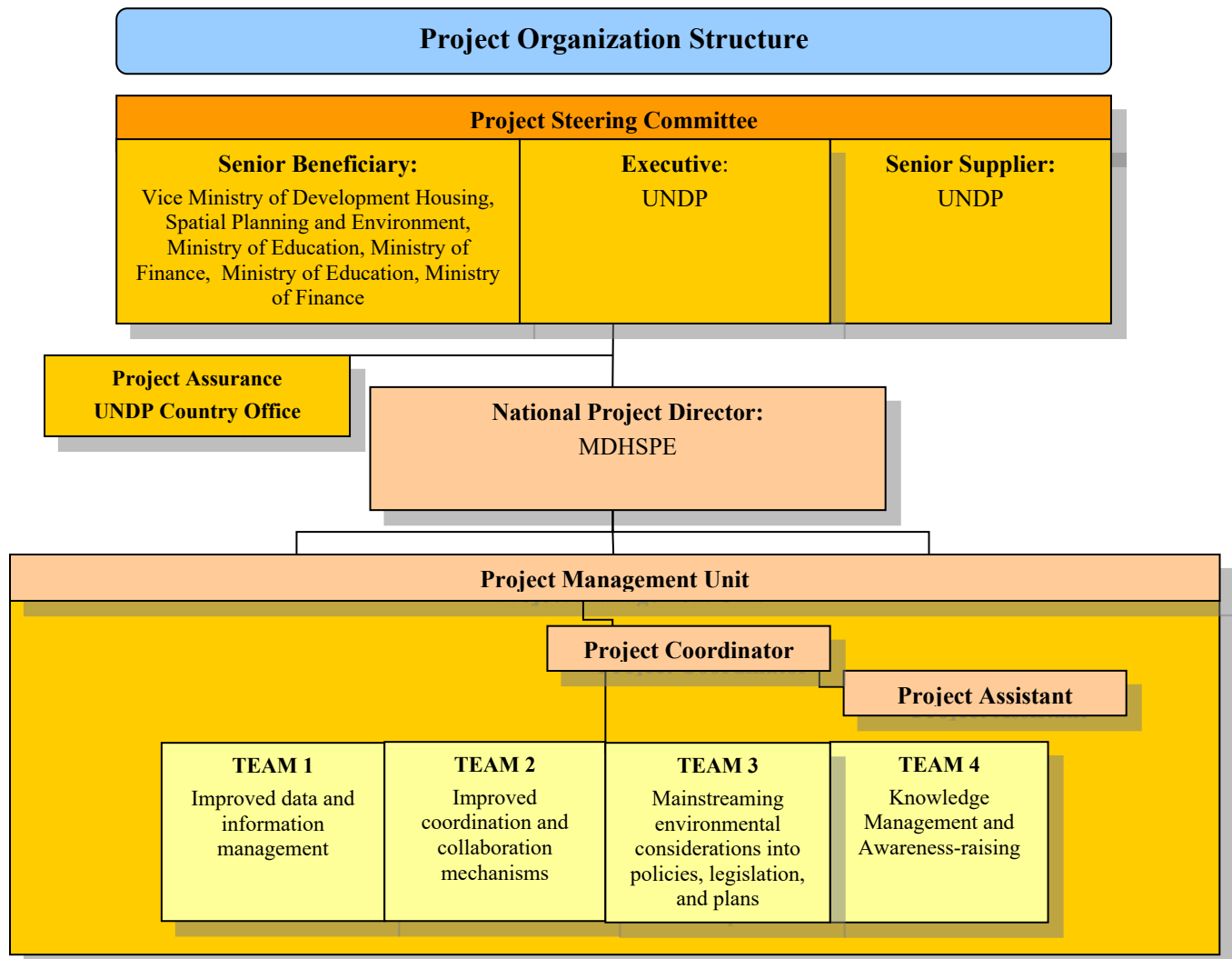
| Evaluation Title | Planned start date Month/year | Planned end date Month/year | Included in the Country Office Evaluation Plan | Budget for consultants ¹¹ | Other budget (i.e., travel, site visits etc....) | Budget for translation and interpretation |
|--------------------------------|----------------------------------|--------------------------------|--|--------------------------------------|--|---|
| Terminal Evaluation | March 2017 | September 2021 | Yes | US\$ 22,000 | US\$ 5,000 | US\$ 3,000 |
| Total evaluation budget | | | | US\$ 30,000 | | |

¹¹ This budget is for an international evaluation specialist and a national consultant that will support the work of the former in terms of facilitating consultations.

H. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

128. The project will be implemented following UNDP’s direct implementation modality (DIM), according to the Country Programme Action Plan signed between UNDP and the Government of Timor-Leste on 22 September 2015. UNDP will act as the executing agency and the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting. The UNDP/CO will also monitor the project implementation and achievement of the project outcomes and outputs and will ensure the proper use of UNDP/GEF funds. Financial transactions, reporting and auditing will be carried out in compliance with established UNDP rules and procedures for direct implementation modality.

129. The project will be implemented in close coordination and collaboration with the MDHSPE and other relevant government agencies. The MDHSPE will be the responsible partner, with the Ministry of Agriculture and Fisheries, the Ministry of Planning and Strategic Investments, the Ministry of Education, and the Ministry of Finance as senior project beneficiaries. Together, these government bodies will facilitate active stakeholder engagement and the implementation of project activities. The project organization structure is as follows:



Project Steering Committee

130. The Project Steering Committee is responsible for making by consensus, management decisions when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Project Steering Committee, the final decision will rest with the UNDP Programme Manager. The terms of reference for the Project Steering Committee are contained in Annex 7. The Project Steering Committee is comprised of the following individuals:

- Ministry of Agriculture and Fisheries
- Ministry of Planning and Strategic Investments
- Ministry of Education
- Ministry of Finance

131. The Project Steering Committee will meet twice per year at the UNDP Country Office Headquarters. Meetings will be co-financed by UNDP. The first such meeting will be held within the first six (6) months of the start of project implementation. At the initial stage of project implementation, the Project Steering Committee may, if deemed advantageous, wish to meet more frequently to build common understanding and to ensure that the project is initiated properly.

Project Management Unit

132. **Project Management Unit:** In consultation with the MDHSPE, UNDP will establish a Project Management Unit for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a part-time Project Coordinator and supported by a part-time Project Assistant.

133. **National Project Director:** A senior government official will be designated at the National Project Director (NPD) from the MDHSPE and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 7. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Steering Committee and a part-time Project Coordinator.

134. The **Project Coordinator** will run the project on a day-to-day basis on behalf of the MDHSPE as the project's implementing partner and within the constraints laid down by the Project Steering Committee. The Project Coordinator's functions will end when the final project report package (which includes the terminal evaluation report and corresponding management response), and other documentation as required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).

135. The **project assurance** role will be provided by UNDP Country Office, using existing capacities of chief technical advisor on technical aspects. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

136. **Senior Supplier:** The primary function of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project. The Senior supplier will ensure effective use of existing technical capacities.

137. **Senior Beneficiary:** These individuals represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function is to ensure the realization of project results

from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project.

138. Project Coordinator: A Project Coordinator will oversee the project implementation on a part-time basis under the guidance of the Project Steering Committee, and with the support of UNDP Country Office. In addition to overseeing the implementation of the project's capacity development activities, the Project Coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures.

139. Consultants: The project will contract national experts/specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, 3, and 4. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. Annex 7 outlines the indicative Terms of References for these national consultants. The project will also contract two international consultants. An independent evaluation expert to undertake a final evaluation of the project three (3) months prior to project closure will be recruited. The project will also recruit a chief technical advisor to provide technical guidance during project implementation.

140. Technical Working Groups: Working groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on a) strengthening inter-agency coordination to effectively manage environmental information and the decision support system, b) structuring improved data and information management arrangements and systems, c) identifying and selecting new and improved Rio Convention indicators and measurement methodologies, d) integrating Rio Conventions in the selected development plans, e) reviewing assessments conducted under the project, and f) identifying best practices for awareness raising.

141. UNDP Direct Project Services: UNDP will provide Direct Project Services (DPS), according to UNDP policies on GEF funded projects. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. Direct Project Services are over and above the project cycle management services. They relate to operational and administrative support activities carried out by UNDP. DPS include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organization of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397- Direct Project Costs – Staff" and "74596-Direct Project Costs – General Operating Expenses (GOE)".

142. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures

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

144. 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.

145. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy¹² and the GEF policy on public involvement¹³.

¹² See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

¹³ See https://www.thegef.org/gef/policies_guidelines

I. PROJECT FINANCING

I.1 Co-financing

146. The GEF financing will be used to finance project goods and services that require procurement, such as the recruitment of experts and specialists and the renting of workshop venues. Co-financing on the other hand will be in the form of co-financing from the Government of Timor-Leste, estimated by the active engagement of sufficiently large numbers of government staff and other stakeholders in various project activities, among other in-kind contributions such as the administrative and overhead costs incurred by partner and participating organizations. This in-kind co-financing is estimated at US\$ 1.3 million over the four years of project implementation.

147. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in the section on project linkages (E.1.a). No GEF financing will be used, directly or indirectly, for overseas study tours as this is not a cost-effective use of resources.

148. Co-financing is also being provided by UNDP to the order of US\$ 200,000 in cash, or US\$ 50,000 per year over the four years of project implementation. These resources will be used to catalyze the implementation of the project by providing additional resources to convene key consultations and working group meetings and strengthening stakeholder engagement in project activities. The budget in I.6 identifies that allocation of UNDP's cash co-financing.

I.2 Incremental Cost Reasoning

149. The incremental cost of this project is determined on the basis of the main criterion that the co-financing achieves an equal share of the GEF increment will be negotiated with potential donors. The nature of the capacity development activities of this project does not lend itself to clearly distinguish those activities that will deliver global environmental benefits and those that should be undertaken in the country's own sustainable development interest. Unless such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds.

150. The technical portion of the GEF increment of this project will be used to strengthen the national capacities to better understand and use data and information of global environmental importance. While most data and information are measuring some national environmental state or trend, their interpretation and analysis provides information and knowledge as they relate to global environmental state and/or trends.

151. Co-financing will be largely the cost of the government and national stakeholders' continued engagement in the collection and use of national data and information for planning and formulation purposes, with the GEF increment used to add and improve data and information collection, analytical processes, innovative approaches to monitor global environmental trends, and catalyze their integration within national planning and decision-making processes. A particular logic of the use of the GEF increment will be to finance working group meetings and negotiations to remove the policy and institutional barriers that limit the integration of Rio Convention criteria and indicators into the formulation and implementation of national and sub-national development planning frameworks.

152. The baseline also includes a number of initiatives that already exist in Timor-Leste (See Section A.4 above). These initiatives are very important as they represent an on-going set of efforts to strengthen relevant planning and decision-making for improved environmental governance. The GEF increment will be additional to parallel financing of these baseline interventions, such as Phase III of the project "Capacity Building to Strengthen Public Sector Management and Governance Skills." The GEF funding will also catalyze the harmonization of these efforts and create cost-effective synergies.

I.3 Cost-effectiveness

153. The cost-effectiveness of this project is crucial part of the project strategy. One design feature that will ensure cost-effectiveness is the project's strategy to build upon a significant baseline of commitment to participate in training and learning-by-doing exercises on Rio Convention mainstreaming. Additionally, by seeking to use existing environmental and natural resource management legislation to implement Rio Convention obligations, this project builds upon an existing baseline of legislation and institutional capacities. The key to success will be in reducing bureaucratic inefficiencies by improving coordination amongst line ministries. Promoting inter-institutional collaboration will also allow for opportunities to realize synergies and reduce inefficiencies associated with duplication of effort or contradictions in approaches.

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

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

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

157. The project leads to more cost-effectiveness in implementation and coordination of environmental governance through promoting harmonization and operational effectiveness in Convention obligations. It will follow a result-based approach, outlining both final outputs, but also intermediary targets both on effective implementation of the conventions, but also on the capacity building that accompanies the implementation (through monitoring the Capacity Development Scorecard). This will lead to measurable, sustainable capacity outcomes.

I.4 Financial Planning and Management

158. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Steering Committee will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project coordinator to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Steering Committee. Should the following deviations occur, the Project Coordinator and UNDP Country Office will seek the approval of the UNDP/GEF team as these are considered major amendments by the GEF:

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

159. 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).

160. 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.

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

162. 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.

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

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

164. 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.

I.5 Project Outcome Budget

| Activity | Description | Year 1 | Year 2 | Year 3 | Year 4 | Total | GEF | Co-Financing |
|--------------------|--|----------------|----------------|----------------|----------------|------------------|------------------|------------------|
| | Total Project Budget (US\$) | 749,500 | 837,500 | 822,500 | 540,500 | 2,950,000 | 1,450,000 | 1,500,000 |
| Component 1 | Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | 190,000 | 275,000 | 260,000 | 95,000 | 820,000 | 440,000 | 380,000 |
| Output 1.1 | Systems and processes for managing key environmental data and information across key ministries are strengthened | 85,000 | 85,000 | 85,000 | 40,000 | 295,000 | 170,000 | 125,000 |
| Output 1.2 | Targeted institutional reforms for improved access to data and information | 40,000 | 40,000 | 40,000 | - | 120,000 | 60,000 | 60,000 |
| Output 1.3 | Standardized indicators on national values for global environmental objectives developed and related training carried out | - | 55,000 | 55,000 | - | 110,000 | 60,000 | 50,000 |
| Output 1.4 | Monitoring and Evaluation (M&E) processes are developed and implemented into programming | 25,000 | 40,000 | 40,000 | - | 105,000 | 50,000 | 55,000 |
| Output 1.5 | Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment | 40,000 | 55,000 | 40,000 | 55,000 | 190,000 | 100,000 | 90,000 |
| Component 2 | Coordination of technical directorates policy, planning and programming | 110,000 | 120,000 | 90,000 | 70,000 | 390,000 | 200,000 | 190,000 |
| Output 2.1 | Strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making on the global environment | 55,000 | 80,000 | 50,000 | 50,000 | 235,000 | 120,000 | 115,000 |
| Output 2.2 | Non-state public consultative mechanism developed and integrated into official planning and decision-making processes | 55,000 | 40,000 | 40,000 | 20,000 | 155,000 | 80,000 | 75,000 |
| Component 3 | Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | 145,000 | 190,000 | 215,000 | 70,000 | 620,000 | 280,000 | 340,000 |
| Output 3.1 | Targeted policies, legal and regulatory instruments are amended | 80,000 | 40,000 | 30,000 | - | 150,000 | 70,000 | 80,000 |
| Output 3.2 | Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programmes | 25,000 | 100,000 | 100,000 | - | 225,000 | 90,000 | 135,000 |
| Output 3.3 | Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 | - | - | 60,000 | 40,000 | 100,000 | 50,000 | 50,000 |
| Output 3.4 | Resource mobilization strategy | 40,000 | 50,000 | 25,000 | 30,000 | 145,000 | 70,000 | 75,000 |

| | | | | | | | | |
|---------------------------|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Component 4 | Enhanced awareness and value of the global environment to meet socio-economic priorities | 238,000 | 186,000 | 191,000 | 209,000 | 824,000 | 399,000 | 425,000 |
| Output 4.1 | Stakeholder dialogues on the value of the global environment | 65,000 | 44,000 | 44,000 | 69,000 | 222,000 | 127,000 | 95,000 |
| Output 4.2 | Brochures and articles on the Rio Conventions | 20,000 | 20,000 | 20,000 | 16,000 | 76,000 | 36,000 | 40,000 |
| Output 4.3 | Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives | 45,000 | 30,000 | 30,000 | 30,000 | 135,000 | 70,000 | 65,000 |
| Output 4.4 | Improved educational curricula and youth civic engagement in partnership with the Ministry of Education | 55,000 | 35,000 | 35,000 | 35,000 | 160,000 | 75,000 | 85,000 |
| Output 4.5 | Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools | 30,000 | 25,000 | 25,000 | 25,000 | 105,000 | 45,000 | 60,000 |
| Output 4.6 | English language courses | 23,000 | 32,000 | 37,000 | 34,000 | 126,000 | 46,000 | 80,000 |
| Project Management | | 66,500 | 66,500 | 66,500 | 96,500 | 296,000 | 131,000 | 165,000 |
| A | Project Coordinator | 15,000 | 15,000 | 15,000 | 15,000 | 60,000 | 60,000 | - |
| B | Independent Terminal Evaluation | - | - | - | 28,000 | 28,000 | 23,000 | 5,000 |
| C | Project Management Committee | 1,500 | 1,500 | 1,500 | 1,500 | 6,000 | 2,000 | 4,000 |
| D | Project Support Staff | 22,000 | 22,500 | 22,000 | 17,500 | 84,000 | 24,000 | 60,000 |
| E | Travel | 3,000 | 3,000 | 4,000 | 7,500 | 17,500 | 9,000 | 8,500 |
| F | Audio Visual & Print Prod Costs | 2,500 | 2,000 | 2,500 | 1,000 | 8,000 | 1,000 | 7,000 |
| G | Equipment and Furniture | 2,500 | 1,500 | 1,500 | 1,000 | 6,500 | 2,000 | 4,500 |
| H | Rental & Maintenance-Premises | 12,000 | 12,000 | 12,000 | 12,000 | 48,000 | - | 48,000 |
| I | Miscellaneous Expenses | 1,500 | 1,500 | 1,500 | 1,500 | 6,000 | 2,000 | 4,000 |
| J | Professional Services: Audit | 3,500 | 3,500 | 3,500 | 3,500 | 14,000 | 6,000 | 8,000 |
| K | Translation services | 3,000 | 4,000 | 3,000 | 8,000 | 18,000 | 2,000 | 16,000 |

I.6 Total Input Budget and Work Plan

| | | | |
|---|---|---|--|
| Atlas Proposal or Award ID: | | Atlas Primary Output Project ID: | |
| Atlas Award Title: | Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities | | |
| Atlas Business Unit | TLS10 | | |
| Atlas Primary Output Project Title | Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities | | |
| UNDP/GEF PIMS No. | 5754 | | |
| Implementing Partner | UNDP | | |

| Summary of Funds: (US\$) | Amount | Amount | Amount | Amount | Total |
|---------------------------|---------|---------|---------|---------|-----------|
| | Year 1 | Year 2 | Year 3 | Year 4 | |
| GEF | 383,500 | 406,000 | 386,500 | 274,000 | 1,450,000 |
| UNDP | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 |
| Government: MDHSPE | 316,000 | 381,500 | 386,000 | 216,500 | 1,300,000 |
| TOTAL | 749,500 | 837,500 | 822,500 | 540,500 | 2,950,000 |

| GEF Component/Atlas Activity | Responsible Party | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD) | See Budget Note: |
|--|------------------------|----------------|----------------|---------------------------------|-------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|------------------|
| COMPONENT 1: Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | UNDP | 62000 | GEF | 71400 | Contractual Services: Individuals | 50,000 | 50,000 | 50,000 | 20,000 | 170,000 | 1 |
| | | | | 71200 | International Consultant | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 | 2 |
| | | | | 71600 | Travel | 5,000 | 10,000 | 10,000 | 2,500 | 27,500 | 3 |
| | | | | 75700 | Training, Workshops and Conferences | 15,000 | 35,000 | 35,000 | 10,000 | 95,000 | 4 |
| | | | | 72300 | Materials & Goods | 5,000 | 5,000 | 5,000 | 2,500 | 17,500 | 5 |
| | | | | 72800 | Information Technology Equipment | 15,000 | 40,000 | 30,000 | 5,000 | 90,000 | 6 |
| | | | | | GEF Sub-total Outcome 1 | 100,000 | 150,000 | 140,000 | 50,000 | 440,000 | |
| | Total Outcome 1 | 100,000 | 150,000 | 140,000 | 50,000 | 440,000 | | | | | |
| COMPONENT 2: Coordination of technical directorates, policy, planning and programming | UNDP and DGE | 62000 | GEF | 71400 | Contractual Services: Individuals | 40,000 | 40,000 | 30,000 | 25,000 | 135,000 | 1 |
| | | | | 71200 | International Consultant | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 2 |
| | | | | 71600 | Travel | 5,000 | 5,000 | 4,000 | 2,000 | 16,000 | 3 |
| | | | | 75700 | Training, Workshops and Conferences | 7,500 | 7,500 | 5,000 | 2,000 | 22,000 | 4 |
| | | | | 72300 | Materials & Goods | 2,500 | 2,500 | 1,000 | 1,000 | 7,000 | 5 |
| | | | | | GEF Sub-total Outcome 2 | 60,000 | 60,000 | 45,000 | 35,000 | 200,000 | |
| | Total Outcome 2 | 60,000 | 60,000 | 45,000 | 35,000 | 200,000 | | | | | |
| COMPONENT 3: Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | UNDP | 62000 | GEF | 71400 | Contractual Services: Individuals | 45,000 | 50,000 | 60,000 | 20,000 | 175,000 | 1 |
| | | | | 71200 | International Consultant | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 2 |
| | | | | 71600 | Travel | 5,000 | 7,500 | 7,500 | 4,000 | 24,000 | 3 |
| | | | | 75700 | Training, Workshops and Conferences | 12,500 | 20,000 | 15,000 | 5,000 | 52,500 | 4 |
| | | | | 72300 | Materials & Goods | 2,500 | 2,500 | 2,500 | 1,000 | 8,500 | 5 |
| | | | | | GEF Sub-total Outcome 3 | 70,000 | 85,000 | 90,000 | 35,000 | 280,000 | |
| | UNDP | 04000 | UNDP | 75700 | Training, Workshops and Conferences | 1,500 | 1,000 | 1,000 | 1,500 | 5,000 | 7 |
| | | | | UNDP Sub-total Outcome 3 | 1,500 | 1,000 | 1,000 | 1,500 | 5,000 | | |
| | | | | Total Outcome 3 | 71,500 | 86,000 | 91,000 | 36,500 | 285,000 | | |
| COMPONENT 4: Enhanced awareness and value | UNDP and DGE | 62000 | GEF | 71400 | Contractual Services: Individuals | 88,000 | 46,000 | 46,000 | 49,000 | 229,000 | 1 |
| | | | | 71200 | International Consultant | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 | 2 |

| GEF Component/Atlas Activity | Responsible Party | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD) | See Budget Note: | |
|---|--------------------|---------|------------|--|-------------------------------------|---|---------------------|---------------------|---------------------|----------------|------------------|----|
| of the global environment to meet socio-economic priorities | | | | 71600 | Travel | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 3 | |
| | | | | 75700 | Training, Workshops and Conferences | 20,000 | 20,000 | 20,000 | 30,000 | 90,000 | 4 | |
| | | | | 72300 | Materials & Goods | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 5 | |
| | | | | | GEF Sub-total Outcome 4 | 30,000 | 86,000 | 86,000 | 99,000 | 399,000 | | |
| | UNDP | 04000 | UNDP | 71600 | Travel | 1,000 | 1,500 | 1,500 | 1,000 | 5,000 | 3 | |
| | | | | 74200 | Audio Visual and Print Prod Costs | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 | 8 | |
| | | | | 75700 | Training, Workshops and Conferences | 4,000 | 4,000 | 4,000 | 4,000 | 16,000 | 9 | |
| | | | | 72800 | Information Technology Equipment | 1,500 | 1,000 | 1,500 | 1,000 | 5,000 | 10 | |
| | | | | | UNDP Sub-total Outcome 4 | 7,500 | 7,500 | 8,000 | 7,000 | 30,000 | | |
| | | | | | | Total Outcome 4 | 37,500 | 93,500 | 94,000 | 106,000 | 429,000 | |
| | PROJECT MANAGEMENT | UNDP | 62000 | GEF | 71300 | Local Consultants: Project Coordinator | 15,000 | 15,000 | 15,000 | 15,000 | 60,000 | 11 |
| | | | | | 71200 | International Consultant | - | - | - | 23,000 | 23,000 | 12 |
| | | | | | 71600 | Travel | 1,000 | 1,000 | 1,000 | 6,000 | 9,000 | 13 |
| | | | | | 74100 | Professional Services: audit, translation | 1,500 | 1,500 | 1,500 | 3,500 | 8,000 | 14 |
| | | | | | 72400 | Audio Visual & Print Prod Costs | 500 | - | 500 | - | 1,000 | 15 |
| | | | | | 74500 | Miscellaneous Expenses | 500 | 500 | 500 | 500 | 2,000 | 16 |
| | | | | | 71400 | Contractual Services: Individuals | 6,000 | 6,000 | 6,000 | 6,000 | 24,000 | 17 |
| | | | | | 72200 | Equipment and Furniture | 500 | 500 | 500 | 500 | 2,000 | 18 |
| | | | | | 75700 | Training, Workshops and Conferences | 500 | 500 | 500 | 500 | 2,000 | 20 |
| | | | | | | GEF Sub-total Project Management | 25,500 | 25,000 | 25,500 | 55,000 | 131,000 | |
| UNDP | 04000 | UNDP | 71300 | Local Consultants: Project Coordinator | - | - | - | - | - | - | 11 | |
| | | | 71200 | International Consultant | - | - | - | 5,000 | 5,000 | 12 | | |
| | | | 71600 | Travel | 2,000 | 2,000 | 3,000 | 1,500 | 8,500 | 13 | | |
| | | | 74100 | Professional Services: Audit | 2,000 | 2,000 | 2,000 | 2,000 | 8,000 | 14 | | |

| GEF Component/Atlas Activity | Responsible Party | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Total (USD) | See Budget Note: |
|------------------------------|-------------------|---------|------------|------------------------------|---|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
| | | | | 72400 | Audio Visual & Print Prod Costs | 2,000 | 2,000 | 2,000 | 1,000 | 7,000 | 15 |
| | | | | 74500 | Miscellaneous Expenses | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 | 16 |
| | | | | 71400 | Contractual Services: Individuals (local) | 16,000 | 16,500 | 16,000 | 11,500 | 60,000 | 17 |
| | | | | 72200 | Equipment and Furniture | 2,000 | 1,000 | 1,000 | 500 | 4,500 | 18 |
| | | | | 74100 | Professional Services: Translation | 3,000 | 4,000 | 3,000 | 6,000 | 16,000 | 19 |
| | | | | 75700 | Training, Workshops and Conferences | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 | 20 |
| | | | | 73100 | Rental & Maintenance-Premises | 12,000 | 12,000 | 12,000 | 12,000 | 48,000 | 21 |
| | | | | | UNDP Sub-total Project Management | 41,000 | 41,500 | 41,000 | 41,500 | 165,000 | |
| | | | | | Total Project Management | 66,500 | 66,500 | 66,500 | 96,500 | 296,000 | |
| | | | | | GEF TOTAL | 383,500 | 406,000 | 386,500 | 274,000 | 1,450,000 | |
| | | | | | UNDP TOTAL | 50,000 | 50,000 | 50,000 | 50,000 | 200,000 | |
| | | | | | PROJECT TOTAL | 433,500 | 456,000 | 436,500 | 324,000 | 1,650,000 | |

Budget notes:

- 1 National consultants to prepare technical analyses and facilitate learning-by-doing workshops and dialogues
- 2 Chief Technical Advisor to provide technical backstopping
- 3 Travel for stakeholder consultations
- 4 Consultations with expert informants on policy issues
- 5 Securing and preparation of technical materials
- 6 Procurement of information communication technology necessary to update existing data and information management systems
- 7 Learning-by-doing workshop venue for preparing resource mobilization strategy and feasibility study
- 8 Equipment needed for presentations at workshops and meetings for English language training courses
- 9 Contribution to the venue costs for the English language training courses
- 10 Procurement of relevant technology to update technology requirements for maintain a social media visibility
- 11 Part-time Project Coordinator
- 12 Independent consultant to conduct the terminal evaluation
- 13 Local transportation for project team
- 14 Audit of project finances

| | |
|----|---|
| 15 | Printing costs |
| 16 | Miscellaneous expenses |
| 17 | Local project support staff: Project Assistant |
| 18 | Equipment and furniture for project management unit |
| 19 | Translation of the Terminal Evaluation |
| 20 | Project Management Committee meetings |
| 21 | Rental costs |

J. LEGAL CONTEXT

165. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (or other appropriate governing agreement) and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

166. The implementing partner will 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; as well as assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

167. 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 this agreement.

168. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the 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/GEF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to Resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document. The list can be accessed via:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>

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

K. REQUIRED ANNEXES

Annex 1: Capacity Development Scorecard

Annex 2: Provisional Multi-year Work Plan

Annex 3: Monitoring Plan

Annex 4: UNDP Social and Environmental Screening (SESP)

Annex 5: UNDP Project Quality Assurance Report

Annex 6: Standard letter of agreement between UNDP and Government

Annex 7: Terms of Reference

Annex 8: References

Annex 1: Capacity Development Scorecard

Project Name: Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities

Project Cycle Phase: PPG **Date:** 17 March 2017

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|--|--------|-------|--|---|-------------------------------|
| CR 1: Capacities for engagement | | | | | | |
| Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations | Organizational responsibilities for environmental management are not clearly defined | 0 | 2 | In Timor-Leste, the Vice Ministry of Development Housing, Spatial Planning and Environment; the Ministry of Agriculture and Fisheries; and other relevant ministries have clear mandates. These ministries also have clear management and operation systems. However, there are a number of issues hindering environmental management and implementation processes. Political leaders at the decision-making level lack support and environmental issues are not considered a top priority. In addition, there is a lack of legal systems to provide clear roles and responsibilities among relevant ministries. | There is a need for a comprehensive and clear policy and guidance framework to define roles and responsibilities, and avoid duplication. Relevant ministries must enhance collaboration and coordination to ensure that each ministry is aware of other ministry’s work. The project will work to better define mandates of key environmental organizations. The awareness raising and sensitization activities of social actors in component 4 will help increase the recognition of environmental organizations’ mandates and legitimacy. | 3, 4 |
| | Organizational responsibilities for environmental management are identified | 1 | | | | |
| | Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders | 2 | | | | |
| | Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders | 3 | | | | |
| Indicator 2 – Existence of operational co-management mechanisms | No co-management mechanisms are in place | 0 | 1 | There are limited co-management agreements among government ministries. However, the resilience of these is unknown, and there is a lack of commitment from involved parties. | It is vital that relevant ministries enhance coordination and ensure that activities are implemented according to existing MoUs or agreements. Under component 2, the project will develop coordination mechanisms. | 2 |
| | Some co-management mechanisms are in place and operational | 1 | | | | |
| | Some co-management mechanisms are formally | 2 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|---|--------|-------|--|---|-------------------------------|
| | established through agreements, MOUs, etc. | | | | | |
| | Comprehensive co-management mechanisms are formally established and are operational/functional | 3 | | | | |
| Indicator 3 – Existence of cooperation with stakeholder groups | Identification of stakeholders and their participation/involvement in decision-making is poor | 0 | | All relevant ministries are identified, yet, there is lack of coordination on specific activities implemented in each line ministry. An established working group has been created, but its operation is entirely dependent upon the availability of funding. When new political leaders are elected, different political priorities lead to changes in the existing structure. Often, political parties replace staff with their own candidates who lack of knowledge on on-going activities. | There is a need to establish an institution or legal authority with clear mandates, such as a sectoral working group or an inter-ministerial committee to coordinate and enhance transparency among ministries and relevant organization. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. Mechanism for coordination will be developed under component 2. | 1, 2, 3, 4 |
| | Stakeholders are identified but their participation in decision-making is limited | 1 | 1 | | | |
| | Stakeholders are identified and regular consultations mechanisms are established | 2 | | | | |
| | Stakeholders are identified and they actively contribute to established participative decision-making processes | 3 | | | | |
| CR 2: Capacities to generate, access and use information and knowledge | | | | | | |
| Indicator 4 – Degree of environmental awareness of stakeholders | Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs) | 0 | | The Government of Timor-Leste has signed a number of agreements (MEAs). However, each line ministry has limited collaboration. Political influence over decisions is a major issue. Although political leaders may have limited technical knowledge, generally they are | Capacity building and improved technical skills are required to have better understanding of MEAs processes, provisions of adequate infrastructure, and support to enhance better communication skills. The project will help publicize global environmental issues within the construct of the Rio Conventions, | |
| | Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs) | 1 | 1 | | | |
| | Stakeholders are aware about global environmental issues and | 2 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|--|--------|-------|--|---|-------------------------------|
| | the possible solutions but do not know how to participate | | | knowledgeable about the environmental issues. However, there is a need for technical staff to work closely with political leaders and provide information related to MEAs. Overall, there is a lack of information available to members of the community. | and in particular their value to socio-economic and sustainable development | |
| | Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions | 3 | | | | |
| Indicator 5 – Access and sharing of environmental information by stakeholders | The environmental information needs are not identified and the information management infrastructure is inadequate | 0 | | Relevant ministries have produced reports and have introduced Decree Laws that are relevant to environmental issues. However, management of information is poor. Generally, it is inaccessible to the public and difficult for other ministries to access. | The project will establish information sharing platform, database and/or databank to enable easy access and utilization. The project will also work to update the existing Vice Ministry of Development Housing, Spatial Planning and Environment information portal and ensure that it is available to all relevant ministries. The project will also provide technical capacity building to staff on data management and communication. | 1 |
| | The environmental information needs are identified but the information management infrastructure is inadequate | 1 | | | | |
| | The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited | 2 | 2 | | | |
| | Comprehensive environmental information is available and shared through an adequate information management infrastructure | 3 | | | | |
| Indicator 6 – Existence of environmental education programmes | No environmental education programme are in place | 0 | | Environmental education has been integrated at the primary school level, but not at the secondary, high school, or university level. | There is a need to establish environmental education at the tertiary level, as well educate all key government staff, especially the decision-makers in the | 4 |
| | Environmental education programme are partially developed and partially delivered | 1 | 1 | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|--|---|--------|-------|--|--|-------------------------------|
| | Environmental education programme are fully developed but partially delivered | 2 | | Awareness raising initiatives have been planned. However, the media has a limited understanding of the issues, and are thus limited in their abilities to advocate. | country. More specifically, there is a need to: | |
| | Comprehensive environmental education programme exist and are being delivered | 3 | | Open and close-ended environmental awareness questionnaires have been employed by the Vice Ministry of Development Housing, Spatial Planning and Environment in eight municipalities. However, there needs to be further improvement in terms of capacity building and awareness-raising through non-formal education. “Green” school programmes have also been implemented by relevant ministries. Unfortunately, this education has not been prioritized resulting in lack of funding. | <ul style="list-style-type: none"> • Integrate environmental related information in all training materials which are used by government staff • Train journalists • Improve tools currently used (questionnaire) to determine the impact of environmental education • Revise social science programme that include environmental aspects in education curriculum • Establish regular monitoring on environmental education <p>The project will work with partner institutions (such as the Ministry of Education) to strengthen environmental education. Stakeholders will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules and curricula developed under the project. The project will coordinate with other similar training workshops carried under other related projects. Youth engagement will be prioritized.</p> | |
| Indicator 7 – Extent of the linkage between environmental research/science | No linkage exists between environmental policy development and science/research strategies and programmes | 0 | | There are plans made by each line ministry. However, no assessments are conducted to base the plans upon, and plans | Assistance is needed to support staff in conducting assessments and research studies, especially to determine the appropriate methodology for data collection, | 1,2, 3 |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|---|--------|-------|--|---|-------------------------------|
| and policy development | Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes | 1 | 1 | are not based on scientific evidence. Also, there is a lack of programme planning integration resulting in each line ministry conducting contradicting activities. | analysis, communication, and implementation. This project is expected to help identify the research needs for implementing the Rio conventions. Research and other academic institutions will play a key role given their comparative advantage in identifying empirically valid best practice data and information needs, including metrics and methodologies. The project will work to develop stakeholders' ability to think critically and use data and knowledge to make improved decisions for the environment. | |
| | Relevant research strategies and programme for environmental policy development exist but the research information is not responding fully to the policy research needs | 2 | | | | |
| | Relevant research results are available for environmental policy development | 3 | | | | |
| Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making | Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes | 0 | | In Timor-Leste, Tara Bandu (local knowledge) exists, is recognized as important, and is sometimes used in decision-making. Further, local law (Tara Bandu) is implemented, but not entirely followed. Traditional knowledge is not always used in decision-making as it is believed to be flawed and in some cases untrue. | There is a need to integrate and synchronize local or traditional law and existing policy, taking into consideration different beliefs in each municipality. The project will make every effort to engage local community and civil society representatives who can objectively represent this category of stakeholders in various project activities. Stakeholder representatives, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high quality data, information and knowledge. | 1, 4 |
| | Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes | 1 | | | | |
| | Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes | 2 | 2 | | | |
| | Traditional knowledge is collected, used and shared for effective participative decision-making processes | 3 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|---|--------|-------|---|---|-------------------------------|
| CR 3: Capacities for strategy, policy and legislation development | | | | | | |
| Indicator 9 – Extent of the environmental planning and strategy development process | The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies | 0 | | There are a number of policies that have been produced, but they are only partially implemented. This is due to the fact that funding at ministry level is often reallocated to other plans that may not have been included in originally. In addition, funding allocation is reduced due to shifting priorities. | There is a need to establish a Standard Operating Procedure, as well as build capacity and plans for allocation of funding. There is also a need to have better coordination among line ministries to strengthen the importance of proposed programme. It is important that stakeholders understand that this project is not an enabling activity project, the objective of which is to prepare assessments or develop a national implementation or action plan. The project will focus on key reforms in policy, legislation, and implementation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance (roadmap). For these to have a meaningful impact, they will need to be formally approved. This project will also strengthen targeted organizational relationships, promoting and forging stronger partnerships and commitments. These will be directed towards improved collaboration and coordination that will increase the effectiveness of existing capacities to monitor and formulate better planning | 3 |
| | The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used | 1 | | | | |
| | Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems | 2 | 2 | | | |
| | The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented | 3 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|--|--|--------|-------|---|---|-------------------------------|
| | | | | | frameworks for the global environment. | |
| Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks | The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment | 0 | | Some important environmental policies exist, such as the Basic Environmental Law, the Environmental Impact Assessment Decree Law, the draft Climate Change Policy, and the draft Environmental Policy and Strategic Plan While these policies exist, there are not fully implemented or enforced. | There is a need for specific capacity development to strengthen individuals’ ability to understand laws, and implement and enforce them. There is also a need to develop new policies. The project will focus on key reforms in policy, legal, and regulatory instruments. This project will also strengthen organizational relationships, promoting and forging stronger partnerships and collaboration. | 2, 3 |
| | Some relevant environmental policies and laws exist but few are implemented and enforced | 1 | 1 | | | |
| | Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them | 2 | | | | |
| | Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions | 3 | | | | |
| Indicator 11 – Adequacy of the environmental information available for decision-making | The availability of environmental information for decision-making is lacking | 0 | | Some information is available to support relevant ministries, especially the Vice Ministry of Development Housing, Spatial Planning and Environment. However, often the information is not valued, nor used in the decision-making process. | The project includes the design and implementation of an environmental information management and monitoring system that will serve to increase access to data, information and knowledge, as well as a robust training programme that will strengthen critical thinking and impart new and improved analytical tools and processes. | |
| | Some environmental information exists but it is not sufficient to support environmental decision-making processes | 1 | | | | |
| | Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly | 2 | 2 | | | |
| | Political and administrative decision-makers obtain and use | 3 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|--|---|--------|-------|---|---|-------------------------------|
| | updated environmental information to make environmental decisions | | | | | |
| CR 4: Capacities for management and implementation | | | | | | |
| Indicator 12 – Existence and mobilization of resources | The environmental organizations do not have adequate resources for their programme and projects and the requirements have not been assessed | 0 | | There are insufficient resources in terms of infrastructure, allocation of funding, and trained human resources. | In order to reduce financial barriers to the implementation of the Rios Conventions and support project outcomes after the project is implemented, the project will develop a resource mobilization strategy to perform a set of resource mobilization activities in a coordinated manner. Included in this effort is an assessment of appropriate infrastructure, and appropriate training to individuals with inadequate capacity to carry out their roles. | |
| | The resource requirements are known but are not being addressed | 1 | | | | |
| | The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed | 2 | 2 | | | |
| | Adequate resources are mobilized and available for the functioning of the lead environmental organizations | 3 | | | | |
| Indicator 13 – Availability of required technical skills and technology transfer | The necessary required skills and technology are not available and the needs are not identified | 0 | | While some of the required skills and technologies exist in the country, Timor-Leste remains heavily dependent on foreign sources for as much as half of the skills/technology. | Timor-Leste needs capacity development and technology upgrades to better utilize available resources from abroad, and at the same time, continue to develop local skills and knowledge for future independence. The project will pursue selected updating of technologies for information monitoring and management and stakeholders will be trained on best practice skills to use data and | 1 |
| | The required skills and technologies needs are identified as well as their sources | 1 | | | | |
| | The required skills and technologies are obtained but their access depend on foreign sources | 2 | 2 | | | |
| | The required skills and technologies are available and | 3 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|---|---|--------|-------|--|--|-------------------------------|
| | there is a national-based mechanism for updating the required skills and for upgrading the technologies | | | | information for planning and decision-making on the global environment. | |
| CR 5: Capacities to monitor and evaluate | | | | | | |
| Indicator 14 – Adequacy of the project/programme monitoring process | Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme | 0 | 0 | There is no clear framework or standard guidelines to monitor programme activities. There is no independent monitoring and evaluation wing of the government apart from the Ministry of Public Works, Transport and Communication. Notwithstanding the significant investment from the international donor community, capacities developed in the area of monitoring and evaluations have not been adequately institutionalized. | There is a need for capacity building on monitoring, and the establishment of standard guidelines and monitoring processes. This CD Scorecard in addition to the results framework will be a tool to be used for monitoring the performance and progress of the mainstreaming activities. Monitoring will be undertaken in participatory approach. | 1, 2, 3, 4 |
| | An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted | 1 | | | | |
| | Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team | 2 | | | | |
| | Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action | 3 | | | | |
| Indicator 15 – Adequacy of the project/programme evaluation process | None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources | 0 | | There are plans in place for evaluation, but transportation issues and lack of funding impede implementation. Delays of budget approval at the national level also affect the regular evaluation. | There is a need for greater support with developing adequate instruments and techniques to carry out evaluation activities. Project/programme evaluation is a critical part of the project strategy. A very important part of programme evaluation is the capacity to interpret data and information leading to the creation and use of knowledge to | 1, 2, 3, 4 |
| | An adequate evaluation plan is in place but evaluation activities are irregularly conducted | 1 | 1 | | | |
| | Evaluations are being conducted as per an adequate evaluation plan but the evaluation results | 2 | | | | |

| Capacity Result / Indicator | Staged Indicators | Rating | Score | Comments | Next Steps | Contribution to which Outcome |
|-----------------------------|---|--------|-------|----------|---|-------------------------------|
| | are only partially used by the project/programme implementation team | | | | better inform more holistic, resilient, and institutionally sustainable development constructs, i.e., policies, plans, programme, legislative and regulatory frameworks, and natural resource management regimes. | |
| | Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities | 3 | | | | |

Annex 2: Provisional Multi-year Work Plan





















| Activity | Description | Year 1 | | | | | | | | | | | |
|--------------------|---|--------|---|---|---|---|---|---|---|---|----|----|----|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Component 1 | Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | | | | | | | | | | | | |
| Output 1.1 | Systems and processes for managing key environmental data and information across key ministries are strengthened | | | | | | | | | | | | |
| 1.1.1 | Undertake institutional mapping of key social actors | | | | | | | | | | | | |
| 1.1.2 | Conduct SWOT and gap analysis of existing information systems and decision-making processes | | | | | | | | | | | | |
| 1.1.3 | Design best practice technological structures for data collection, storage, and sharing | | | | | | | | | | | | |
| 1.1.4 | Prepare and peer review a feasibility study on an improved electronic platform for information-sharing | | | | | | | | | | | | |
| 1.1.5 | Improve technological structure of data and information systems | | | | | | | | | | | | |
| 1.1.6 | Undertake an early implementation of the information system/platform | | | | | | | | | | | | |
| Output 1.2 | Targeted institutional reforms for improved access to data and information | | | | | | | | | | | | |
| 1.2.1 | Undertake stakeholder meetings to agree on institutional reforms. | | | | | | | | | | | | |
| 1.2.2 | Undertake approved institutional reforms | | | | | | | | | | | | |
| 1.2.3 | Draft and approve information sharing agreements with academia and civil society. | | | | | | | | | | | | |
| 1.2.4 | Negotiate networking agreements on data and information management | | | | | | | | | | | | |
| Output 1.3 | Standardized indicators on national values for global environmental objectives developed and related training carried out | | | | | | | | | | | | |
| 1.3.1 | Convene technical workshops to develop indicators for each Rio Convention thematic area | | | | | | | | | | | | |
| 1.3.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators | | | | | | | | | | | | |
| 1.3.3 | Global environmental indicators are incorporated into monitoring and evaluation procedures | | | | | | | | | | | | |
| Output 1.4 | Monitoring and Evaluation (M&E) processes are developed and implemented into programming | | | | | | | | | | | | |
| 1.4.1 | Recommend improved monitoring and compliance reforms | | | | | | | | | | | | |
| 1.4.2 | Pilot implementation of select monitoring and compliance reforms | | | | | | | | | | | | |
| Output 1.5 | Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment | | | | | | | | | | | | |
| 1.5.1 | Participatory assessment of departmental competencies and capacity needs | | | | | | | | | | | | |
| 1.5.2 | Undertake an assessment of training needs | | | | | | | | | | | | |
| 1.5.3 | Design targeted training programme: project-based and long-term | | | | | | | | | | | | |
| 1.5.4 | Carry out targeted trainings | | | | | | | | | | | | |
| 1.5.5 | Identify best practices and cull lessons learned on initial training exercises | | | | | | | | | | | | |
| Component 2 | Coordination of technical directorates policy, planning and programming | | | | | | | | | | | | |
| Output 2.1 | Strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making on the global environment | | | | | | | | | | | | |

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| 2.1.1 | Establish and convene national inter-directorate coordination group meetings | |
| 2.1.2 | Negotiate and facilitate cooperative agreements with key ministries | |
| 2.1.3 | Convene inter-ministerial council meetings | |
| 2.1.4 | Convene training workshops for improved inter-agency coordination and collaboration | |
| Output 2.2 | Non-state public consultative mechanism developed and integrated into official planning and decision-making processes | |
| 2.2.1 | Convene working group meetings to negotiate best consultative and decision-making processes | |
| 2.2.2 | Draft and approve memoranda of agreement on consultative and decision-making processes | |
| Component 3 | Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | |
| Output 3.1 | Targeted policies, legal and regulatory instruments are amended | |
| 3.1.1 | Review weakness of the policy and legal framework limiting Rio Convention mainstreaming | |
| 3.1.2 | Learn-by-doing workshops to reconcile policy and legal weaknesses and gaps | |
| 3.1.3 | Formulate appropriate by-laws and operational guidance to mainstream Rio Conventions | |
| 3.1.4 | Secure approval of new and improved legislative and regulatory instruments | |
| 3.1.5 | Distribute updated codes, laws and texts pertaining to environmental protection | |
| Output 3.2 | Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programmes | |
| 3.2.1 | Select a high value programme and/or plan for piloting mainstreaming exercises | |
| 3.2.2 | Convene stakeholder workshops to reconcile mandates among local and regional authorities | |
| 3.2.3 | Prepare feasibility study and project document on activities to be piloted | |
| 3.2.4 | Pilot activities and learning-by-doing trainings are implemented | |
| Output 3.3 | Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 | |
| 3.3.1 | Cull lessons learned and best practices from pilot activities to inform the roadmap. | |
| 3.3.2 | Draft, validate, and finalize roadmap | |
| Output 3.4 | Resource mobilization strategy | |
| 3.4.1 | Carry out a financial and economic analysis | |
| 3.4.2 | Conduct a feasibility study on financial and economic instruments for piloting | |
| 3.4.3 | Draft, review, and approve a resource mobilization strategy | |
| Component 4 | Enhanced awareness and value of the global environment to meet socio-economic priorities | |
| Output 4.1 | Stakeholder dialogues on the value of the global environment | |
| 4.1.1 | Organize and convene a one-day Kick-off Conference and a one-day Results Conference | |
| 4.1.2 | Design and carry out a survey to assess understanding of Rio Convention mainstreaming | |
| 4.1.3 | Develop and validate public awareness and communication campaign plan | |
| 4.1.4 | Convene public policy dialogues on the national-global environment nexus | |
| 4.1.5 | Convene national and sub-national awareness workshops | |
| 4.1.6 | Organize and convene private sector and media sensitization panel discussions | |

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| 4.1.7 | Organize and convene training workshops on MEA legislative mainstreaming | |
| Output 4.2 | Brochures and articles on the Rio Conventions | |
| 4.2.1 | Prepare and publish articles on linkages between the global environment and socio-economic issues | |
| Output 4.3 | Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives | |
| 4.3.1 | Prepare and air a Public Service Announcement | |
| Output 4.4 | Improved educational curricula and youth civic engagement in partnership with the Ministry of Education | |
| 4.4.1 | Develop and use an awareness module for civil servants | |
| 4.4.2 | Prepare an environmental awareness module for secondary schools | |
| Output 4.5 | Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools | |
| 4.5.1 | Increase use of Internet and social media to disseminate data and information | |
| 4.5.2 | Create a Facebook page on environmental information and Rio Convention mainstreaming | |
| Output 4.6 | English language courses | |
| 4.6.1 | Undertake English language training courses | |
| Project Management | | |
| A | Project Administration | |
| B | Independent Terminal Evaluation | |
| C | Project Board Meetings | |

| Activity | Description | Year 2 | | | | | | | | | | | |
|--------------------|--|--------|----|----|----|----|----|----|----|----|----|----|----|
| | | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| Component 1 | Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | | | | | | | | | | | | |
| Output 1.1 | Systems and processes for managing key environmental data and information across key ministries are strengthened | | | | | | | | | | | | |
| 1.1.1 | Undertake institutional mapping of key social actors | | | | | | | | | | | | |
| 1.1.2 | Conduct SWOT and gap analysis of existing information systems and decision-making processes | | | | | | | | | | | | |
| 1.1.3 | Design best practice technological structures for data collection, storage, and sharing | | | | | | | | | | | | |
| 1.1.4 | Prepare and peer review a feasibility study on an improved electronic platform for information-sharing | | | | | | | | | | | | |
| 1.1.5 | Improve technological structure of data and information systems | | | | | | | | | | | | |
| 1.1.6 | Undertake an early implementation of the information system/platform | | | | | | | | | | | | |
| Output 1.2 | Targeted institutional reforms for improved access to data and information | | | | | | | | | | | | |
| 1.2.1 | Undertake stakeholder meetings to agree on institutional reforms. | | | | | | | | | | | | |
| 1.2.2 | Undertake approved institutional reforms | | | | | | | | | | | | |
| 1.2.3 | Draft and approve information sharing agreements with academia and civil society. | | | | | | | | | | | | |
| 1.2.4 | Negotiate networking agreements on data and information management | | | | | | | | | | | | |
| Output 1.3 | Standardized indicators on national values for global environmental objectives developed and related training carried out | | | | | | | | | | | | |
| 1.3.1 | Convene technical workshops to develop indicators for each Rio Convention thematic area | | | | | | | | | | | | |
| 1.3.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators | | | | | | | | | | | | |
| 1.3.3 | Global environmental indicators are incorporated into monitoring and evaluation procedures | | | | | | | | | | | | |
| Output 1.4 | Monitoring and Evaluation (M&E) processes are developed and implemented into programming | | | | | | | | | | | | |
| 1.4.1 | Recommend improved monitoring and compliance reforms | | | | | | | | | | | | |
| 1.4.2 | Pilot implementation of select monitoring and compliance reforms | | | | | | | | | | | | |
| Output 1.5 | Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment | | | | | | | | | | | | |
| 1.5.1 | Participatory assessment of departmental competencies and capacity needs | | | | | | | | | | | | |
| 1.5.2 | Undertake an assessment of training needs | | | | | | | | | | | | |
| 1.5.3 | Design targeted training programme: project-based and long-term | | | | | | | | | | | | |
| 1.5.4 | Carry out targeted trainings | | | | | | | | | | | | |
| 1.5.5 | Identify best practices and cull lessons learned on initial training exercises | | | | | | | | | | | | |
| Component 2 | Coordination of technical directorates policy, planning and programming | | | | | | | | | | | | |

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| Output 2.1 | Strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making on the global environment | |
| 2.1.1 | Establish and convene national inter-directorate coordination group meetings | |
| 2.1.2 | Negotiate and facilitate cooperative agreements with key ministries | |
| 2.1.3 | Convene inter-ministerial council meetings | |
| 2.1.4 | Convene training workshops for improved inter-agency coordination and collaboration | |
| Output 2.2 | Non-state public consultative mechanism developed and integrated into official planning and decision-making processes | |
| 2.2.1 | Convene working group meetings to negotiate best consultative and decision-making processes | |
| 2.2.2 | Draft and approve memoranda of agreement on consultative and decision-making processes | |
| Component 3 | Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | |
| Output 3.1 | Targeted policies, legal and regulatory instruments are amended | |
| 3.1.1 | Review weakness of the policy and legal framework limiting Rio Convention mainstreaming | |
| 3.1.2 | Learn-by-doing workshops to reconcile policy and legal weaknesses and gaps | |
| 3.1.3 | Formulate appropriate by-laws and operational guidance to mainstream Rio Conventions | |
| 3.1.4 | Secure approval of new and improved legislative and regulatory instruments | |
| 3.1.5 | Distribute updated codes, laws and texts pertaining to environmental protection | |
| Output 3.2 | Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programmes | |
| 3.2.1 | Select a high value programme and/or plan for piloting mainstreaming exercises | |
| 3.2.2 | Convene stakeholder workshops to reconcile mandates among local and regional authorities | |
| 3.2.3 | Prepare feasibility study and project document on activities to be piloted | |
| 3.2.4 | Pilot activities and learning-by-doing trainings are implemented | |
| Output 3.3 | Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 | |
| 3.3.1 | Cull lessons learned and best practices from pilot activities to inform the roadmap. | |
| 3.3.2 | Draft, validate, and finalize roadmap | |
| Output 3.4 | Resource mobilization strategy | |
| 3.4.1 | Carry out a financial and economic analysis | |
| 3.4.2 | Conduct a feasibility study on financial and economic instruments for piloting | |
| 3.4.3 | Draft, review, and approve a resource mobilization strategy | |

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| Component 4 | Enhanced awareness and value of the global environment to meet socio-economic priorities | |
| Output 4.1 | Stakeholder dialogues on the value of the global environment | |
| 4.1.1 | Organize and convene a one-day Kick-off Conference and a one-day Results Conference | |
| 4.1.2 | Design and carry out a survey to assess understanding of Rio Convention mainstreaming | |
| 4.1.3 | Develop and validate public awareness and communication campaign plan | |
| 4.1.4 | Convene public policy dialogues on the national-global environment nexus |  |
| 4.1.5 | Convene national and sub-national awareness workshops |    |
| 4.1.6 | Organize and convene private sector and media sensitization panel discussions |   |
| 4.1.7 | Organize and convene training workshops on MEA legislative mainstreaming |   |
| Output 4.2 | Brochures and articles on the Rio Conventions | |
| 4.2.1 | Prepare and publish articles on linkages between the global environment and socio-economic issues |    |
| Output 4.3 | Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives | |
| 4.3.1 | Prepare and air a Public Service Announcement |  |
| Output 4.4 | Improved educational curricula and youth civic engagement in partnership with the Ministry of Education | |
| 4.4.1 | Develop and use an awareness module for civil servants |   |
| 4.4.2 | Prepare an environmental awareness module for secondary schools | |
| Output 4.5 | Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools | |
| 4.5.1 | Increase use of Internet and social media to disseminate data and information |  |
| 4.5.2 | Create a Facebook page on environmental information and Rio Convention mainstreaming | |
| Output 4.6 | English language courses | |
| 4.6.1 | Undertake English language training courses |   |
| Project Management | | |
| A | Project Administration |  |
| B | Independent Terminal Evaluation | |
| C | Project Board Meetings |   |

| Activity | Description | Year 3 | | | | | | | | | | | | |
|--------------------|--|--------|----|----|----|----|----|----|----|----|----|----|----|--|
| | | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | |
| Component 1 | Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | | | | | | | | | | | | | |
| Output 1.1 | Systems and processes for managing key environmental data and information across key ministries are strengthened | | | | | | | | | | | | | |
| 1.1.1 | Undertake institutional mapping of key social actors | | | | | | | | | | | | | |
| 1.1.2 | Conduct SWOT and gap analysis of existing information systems and decision-making processes | | | | | | | | | | | | | |
| 1.1.3 | Design best practice technological structures for data collection, storage, and sharing | | | | | | | | | | | | | |
| 1.1.4 | Prepare and peer review a feasibility study on an improved electronic platform for information-sharing | | | | | | | | | | | | | |
| 1.1.5 | Improve technological structure of data and information systems | | | | | | | | | | | | | |
| 1.1.6 | Undertake an early implementation of the information system/platform | | | | | | | | | | | | | |
| Output 1.2 | Targeted institutional reforms for improved access to data and information | | | | | | | | | | | | | |
| 1.2.1 | Undertake stakeholder meetings to agree on institutional reforms. | | | | | | | | | | | | | |
| 1.2.2 | Undertake approved institutional reforms | | | | | | | | | | | | | |
| 1.2.3 | Draft and approve information sharing agreements with academia and civil society. | | | | | | | | | | | | | |
| 1.2.4 | Negotiate networking agreements on data and information management | | | | | | | | | | | | | |
| Output 1.3 | Standardized indicators on national values for global environmental objectives developed and related training carried out | | | | | | | | | | | | | |
| 1.3.1 | Convene technical workshops to develop indicators for each Rio Convention thematic area | | | | | | | | | | | | | |
| 1.3.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators | | | | | | | | | | | | | |
| 1.3.3 | Global environmental indicators are incorporated into monitoring and evaluation procedures | | | | | | | | | | | | | |
| Output 1.4 | Monitoring and Evaluation (M&E) processes are developed and implemented into programming | | | | | | | | | | | | | |
| 1.4.1 | Recommend improved monitoring and compliance reforms | | | | | | | | | | | | | |
| 1.4.2 | Pilot implementation of select monitoring and compliance reforms | | | | | | | | | | | | | |
| Output 1.5 | Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment | | | | | | | | | | | | | |
| 1.5.1 | Participatory assessment of departmental competencies and capacity needs | | | | | | | | | | | | | |
| 1.5.2 | Undertake an assessment of training needs | | | | | | | | | | | | | |
| 1.5.3 | Design targeted training programme: project-based and long-term | | | | | | | | | | | | | |
| 1.5.4 | Carry out targeted trainings | | | | | | | | | | | | | |

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|--------------------|---|--|
| 1.5.5 | Identify best practices and cull lessons learned on initial training exercises | |
| Component 2 | Coordination of technical directorates policy, planning and programming | |
| Output 2.1 | Strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making on the global environment | |
| 2.1.1 | Establish and convene national inter-directorate coordination group meetings | |
| 2.1.2 | Negotiate and facilitate cooperative agreements with key ministries | |
| 2.1.3 | Convene inter-ministerial council meetings | |
| 2.1.4 | Convene training workshops for improved inter-agency coordination and collaboration | |
| Output 2.2 | Non-state public consultative mechanism developed and integrated into official planning and decision-making processes | |
| 2.2.1 | Convene working group meetings to negotiate best consultative and decision-making processes | |
| 2.2.2 | Draft and approve memoranda of agreement on consultative and decision-making processes | |
| Component 3 | Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | |
| Output 3.1 | Targeted policies, legal and regulatory instruments are amended | |
| 3.1.1 | Review weakness of the policy and legal framework limiting Rio Convention mainstreaming | |
| 3.1.2 | Learn-by-doing workshops to reconcile policy and legal weaknesses and gaps | |
| 3.1.3 | Formulate appropriate by-laws and operational guidance to mainstream Rio Conventions | |
| 3.1.4 | Secure approval of new and improved legislative and regulatory instruments | |
| 3.1.5 | Distribute updated codes, laws and texts pertaining to environmental protection | |
| Output 3.2 | Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programmes | |
| 3.2.1 | Select a high value programme and/or plan for piloting mainstreaming exercises | |
| 3.2.2 | Convene stakeholder workshops to reconcile mandates among local and regional authorities | |
| 3.2.3 | Prepare feasibility study and project document on activities to be piloted | |
| 3.2.4 | Pilot activities and learning-by-doing trainings are implemented | |
| Output 3.3 | Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 | |
| 3.3.1 | Cull lessons learned and best practices from pilot activities to inform the roadmap. | |
| 3.3.2 | Draft, validate, and finalize roadmap | |
| Output 3.4 | Resource mobilization strategy | |
| 3.4.1 | Carry out a financial and economic analysis | |

| | | |
|---------------------------|--|--|
| 3.4.2 | Conduct a feasibility study on financial and economic instruments for piloting | |
| 3.4.3 | Draft, review, and approve a resource mobilization strategy | |
| Component 4 | Enhanced awareness and value of the global environment to meet socio-economic priorities | |
| Output 4.1 | Stakeholder dialogues on the value of the global environment | |
| 4.1.1 | Organize and convene a one-day Kick-off Conference and a one-day Results Conference | |
| 4.1.2 | Design and carry out a survey to assess understanding of Rio Convention mainstreaming | |
| 4.1.3 | Develop and validate public awareness and communication campaign plan | |
| 4.1.4 | Convene public policy dialogues on the national-global environment nexus | |
| 4.1.5 | Convene national and sub-national awareness workshops | |
| 4.1.6 | Organize and convene private sector and media sensitization panel discussions | |
| 4.1.7 | Organize and convene training workshops on MEA legislative mainstreaming | |
| Output 4.2 | Brochures and articles on the Rio Conventions | |
| 4.2.1 | Prepare and publish articles on linkages between the global environment and socio-economic issues | |
| Output 4.3 | Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives | |
| 4.3.1 | Prepare and air a Public Service Announcement | |
| Output 4.4 | Improved educational curricula and youth civic engagement in partnership with the Ministry of Education | |
| 4.4.1 | Develop and use an awareness module for civil servants | |
| 4.4.2 | Prepare an environmental awareness module for secondary schools | |
| Output 4.5 | Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools | |
| 4.5.1 | Increase use of Internet and social media to disseminate data and information | |
| 4.5.2 | Create a Facebook page on environmental information and Rio Convention mainstreaming | |
| Output 4.6 | English language courses | |
| 4.6.1 | Undertake English language training courses | |
| Project Management | | |
| A | Project Administration | |
| B | Independent Terminal Evaluation | |
| C | Project Board Meetings | |

| Activity | Description | Year 4 | | | | | | | | | | | |
|--------------------|--|--------|----|----|----|----|----|----|----|----|----|----|----|
| | | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 |
| Component 1 | Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues | | | | | | | | | | | | |
| Output 1.1 | Systems and processes for managing key environmental data and information across key ministries are strengthened | | | | | | | | | | | | |
| 1.1.1 | Undertake institutional mapping of key social actors | | | | | | | | | | | | |
| 1.1.2 | Conduct SWOT and gap analysis of existing information systems and decision-making processes | | | | | | | | | | | | |
| 1.1.3 | Design best practice technological structures for data collection, storage, and sharing | | | | | | | | | | | | |
| 1.1.4 | Prepare and peer review a feasibility study on an improved electronic platform for information-sharing | | | | | | | | | | | | |
| 1.1.5 | Improve technological structure of data and information systems | | | | | | | | | | | | |
| 1.1.6 | Undertake an early implementation of the information system/platform | | | | | | | | | | | | |
| Output 1.2 | Targeted institutional reforms for improved access to data and information | | | | | | | | | | | | |
| 1.2.1 | Undertake stakeholder meetings to agree on institutional reforms. | | | | | | | | | | | | |
| 1.2.2 | Undertake approved institutional reforms | | | | | | | | | | | | |
| 1.2.3 | Draft and approve information sharing agreements with academia and civil society. | | | | | | | | | | | | |
| 1.2.4 | Negotiate networking agreements on data and information management | | | | | | | | | | | | |
| Output 1.3 | Standardized indicators on national values for global environmental objectives developed and related training carried out | | | | | | | | | | | | |
| 1.3.1 | Convene technical workshops to develop indicators for each Rio Convention thematic area | | | | | | | | | | | | |
| 1.3.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators | | | | | | | | | | | | |
| 1.3.3 | Global environmental indicators are incorporated into monitoring and evaluation procedures | | | | | | | | | | | | |
| Output 1.4 | Monitoring and Evaluation (M&E) processes are developed and implemented into programming | | | | | | | | | | | | |
| 1.4.1 | Recommend improved monitoring and compliance reforms | | | | | | | | | | | | |
| 1.4.2 | Pilot implementation of select monitoring and compliance reforms | | | | | | | | | | | | |
| Output 1.5 | Institutions and stakeholders trained on best practice skills to use data and information for planning and decision-making on the global environment | | | | | | | | | | | | |
| 1.5.1 | Participatory assessment of departmental competencies and capacity needs | | | | | | | | | | | | |
| 1.5.2 | Undertake an assessment of training needs | | | | | | | | | | | | |
| 1.5.3 | Design targeted training programme: project-based and long-term | | | | | | | | | | | | |
| 1.5.4 | Carry out targeted trainings | | | | | | | | | | | | |
| 1.5.5 | Identify best practices and cull lessons learned on initial training exercises | | | | | | | | | | | | |
| Component 2 | Coordination of technical directorates policy, planning and programming | | | | | | | | | | | | |

| | | |
|--------------------|---|--|
| Output 2.1 | Strengthened inter-ministerial communication, coordination, and collaboration for information sharing, planning, and decision-making on the global environment | |
| 2.1.1 | Establish and convene national inter-directorate coordination group meetings | |
| 2.1.2 | Negotiate and facilitate cooperative agreements with key ministries | |
| 2.1.3 | Convene inter-ministerial council meetings | |
| 2.1.4 | Convene training workshops for improved inter-agency coordination and collaboration | |
| Output 2.2 | Non-state public consultative mechanism developed and integrated into official planning and decision-making processes | |
| 2.2.1 | Convene working group meetings to negotiate best consultative and decision-making processes | |
| 2.2.2 | Draft and approve memoranda of agreement on consultative and decision-making processes | |
| Component 3 | Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes | |
| Output 3.1 | Targeted policies, legal and regulatory instruments are amended | |
| 3.1.1 | Review weakness of the policy and legal framework limiting Rio Convention mainstreaming | |
| 3.1.2 | Learn-by-doing workshops to reconcile policy and legal weaknesses and gaps | |
| 3.1.3 | Formulate appropriate by-laws and operational guidance to mainstream Rio Conventions | |
| 3.1.4 | Secure approval of new and improved legislative and regulatory instruments | |
| 3.1.5 | Distribute updated codes, laws and texts pertaining to environmental protection | |
| Output 3.2 | Pilot mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programmes | |
| 3.2.1 | Select a high value programme and/or plan for piloting mainstreaming exercises | |
| 3.2.2 | Convene stakeholder workshops to reconcile mandates among local and regional authorities | |
| 3.2.3 | Prepare feasibility study and project document on activities to be piloted | |
| 3.2.4 | Pilot activities and learning-by-doing trainings are implemented | |
| Output 3.3 | Roadmap prepared to implement global environmental priorities in accordance to the Strategic Development Plan and Environmental Basic Law 26/2012 | |
| 3.3.1 | Cull lessons learned and best practices from pilot activities to inform the roadmap. | |
| 3.3.2 | Draft, validate, and finalize roadmap | |
| Output 3.4 | Resource mobilization strategy | |
| 3.4.1 | Carry out a financial and economic analysis | |
| 3.4.2 | Conduct a feasibility study on financial and economic instruments for piloting | |
| 3.4.3 | Draft, review, and approve a resource mobilization strategy | |

| | | |
|---------------------------|--|--|
| Component 4 | Enhanced awareness and value of the global environment to meet socio-economic priorities | |
| Output 4.1 | Stakeholder dialogues on the value of the global environment | |
| 4.1.1 | Organize and convene a one-day Kick-off Conference and a one-day Results Conference | |
| 4.1.2 | Design and carry out a survey to assess understanding of Rio Convention mainstreaming | |
| 4.1.3 | Develop and validate public awareness and communication campaign plan | |
| 4.1.4 | Convene public policy dialogues on the national-global environment nexus | |
| 4.1.5 | Convene national and sub-national awareness workshops | |
| 4.1.6 | Organize and convene private sector and media sensitization panel discussions | |
| 4.1.7 | Organize and convene training workshops on MEA legislative mainstreaming | |
| Output 4.2 | Brochures and articles on the Rio Conventions | |
| 4.2.1 | Prepare and publish articles on linkages between the global environment and socio-economic issues | |
| Output 4.3 | Public service announcements on environmentally friendly behavior to fulfill Rio Convention objectives | |
| 4.3.1 | Prepare and air a Public Service Announcement | |
| Output 4.4 | Improved educational curricula and youth civic engagement in partnership with the Ministry of Education | |
| 4.4.1 | Develop and use an awareness module for civil servants | |
| 4.4.2 | Prepare an environmental awareness module for secondary schools | |
| Output 4.5 | Internet visibility of integrated and streamlined environmental legislation and environmental valuation tools | |
| 4.5.1 | Increase use of Internet and social media to disseminate data and information | |
| 4.5.2 | Create a Facebook page on environmental information and Rio Convention mainstreaming | |
| Output 4.6 | English language courses | |
| 4.6.1 | Undertake English language training courses | |
| Project Management | | |
| A | Project Administration | |
| B | Independent Terminal Evaluation | |
| C | Project Board Meetings | |

Annex 3: Monitoring Plan

This plan provides the additional information of frequency and responsibility for data collection as an additional tool to monitor the project results framework (See Section E).

| Monitoring | Indicators | Means of Verification | Frequency | Responsible for data collection | Assumptions and Risks |
|--|--|--|-----------------------------|---------------------------------|--|
| Project Objective To strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress. | Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level. | <ul style="list-style-type: none"> Meeting Minutes¹⁴ Working group and workshop reports and products¹⁵ UNDP quarterly progress reports Annual Project Implementation Reports | Annually and at project end | UNDP MDHSPE PMU | <ul style="list-style-type: none"> Government ministries and authorities maintain political commitment to the project The project will be executed in a transparent, holistic, adaptive, and collaborative manner Non-state stakeholder representatives, in particular project champions, remain active participants in the project Policy and institutional reforms and modifications recommended by the project are politically, technically, and financially feasible There is a commitment of the relevant government agencies and their staffs to actively engage in project activities Non-state stakeholder representatives, in particular project champions, remain active participants in the project |
| | Indicator 2: Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems | <ul style="list-style-type: none"> Independent final evaluation report GEF Cross-Cutting Capacity Development Scorecard | Annually and at project end | UNDP MDHSPE PMU | |
| | Indicator 3: Number of direct project beneficiaries | <ul style="list-style-type: none"> Resource mobilization strategy | Annually and at project end | UNDP MDHSPE PMU | |
| | Indicator 4: Systems for data and information are strengthened and Rio Convention obligations are mainstreamed into sectoral plans that include targets to measure progress toward achieving global environmental obligations | <ul style="list-style-type: none"> Training programme | Annually and at project end | UNDP MDHSPE PMU | |

¹⁴ Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

¹⁵ These will include a list of all workshop and working group participants

| Monitoring | Indicators | Means of Verification | Frequency | Responsible for data collection | Assumptions and Risks |
|---|---|--|-----------------------------|---------------------------------|--|
| <p>Component/Outcome 1</p> <p>Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues</p> | <p>Indicator 5: A data and information management system is developed and tested that allows data, information, and knowledge to be tracked through creation to informing policy and plans</p> <p>Indicator 6: Stakeholders are trained on best practice skills to use data and information for planning and decision-making on the global environment</p> <p>Indicator 7: A long-term training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises</p> | <ul style="list-style-type: none"> • Meeting minutes • Feasibility study • Peer reviewer comments • Baseline assessment • Official letter of approval • Lessons learned report • Needs assessment report • Training programme and module • Tracking and progress reports • Participant registration lists • Workshop reports • SWOT and gap analysis | Annually and at project end | UNDP MDHSPE PMU | <ul style="list-style-type: none"> • Best practices from other countries are appropriately used • Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions • Expert peer reviewers follow through with quality reviews • System is politically, technically, and financially feasible • The government remains politically committed to the system and facilitates its development and approval • The experience of civil servants and other stakeholders in the learn-by-doing training will be sufficiently rewarding that further interest is generated for sustained and active participation in the long-term • Lead agencies will allow their staff to attend all trainings |
| <p>Component 2</p> <p>Coordination of technical directorates, policy, planning and programming</p> | <p>Indicator 8: Inter-ministerial and inter-directorate communication, coordination, and collaboration is strengthened</p> <p>Indicator 9: Non-state public consultative mechanisms developed and integrated into official planning and decision-making processes</p> | <ul style="list-style-type: none"> • Memoranda of agreements • Working group minutes • Attendance list | Annually and at project end | UNDP MDHSPE PMU | <ul style="list-style-type: none"> • Non-state stakeholder representatives, in particular project champions, remain active participants in the project • Institutional reforms and modifications recommended by the project are politically, technically, and financially feasible |

| Monitoring | Indicators | Means of Verification | Frequency | Responsible for data collection | Assumptions and Risks |
|--|---|---|------------------------------------|---------------------------------|--|
| <p>Component 3 Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes</p> | <p>Indicator 10: Operational by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans.</p> <p>Indicator 11: New and improved best practice approaches to reconcile sectoral priorities with Rio Convention obligations are integrated into the decision-making framework</p> <p>Indicator 12: A sustainable financing strategy is developed for the national environmental information system</p> | <ul style="list-style-type: none"> • Resource mobilization strategy • By-laws • Working group meeting minutes • Updated mandates and operational plans • Roadmap | <p>Annually and at project end</p> | <p>UNDP MDHSPE PMU</p> | <ul style="list-style-type: none"> • Strategy developed by the project is politically, technically, and financially feasible • Institutional reforms and modifications recommended by the project are politically, technically, and financially feasible and approved by the Project Steering Committee • Institutions and working groups are open to change |
| <p>Component 4 Enhanced awareness and value of the global environment to meet socio-economic priorities</p> | <p>Indicator 13: Raised awareness of the contribution of global environmental values to socio-economic development</p> <p>Indicator 14: Education modules on the importance of the global environment developed and English language courses held</p> <p>Indicator 15: Collectively and over the three years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders</p> <p>Indicator 16: A government-based website is created to network existing sources of electronic data and information</p> | <ul style="list-style-type: none"> • Panel discussion minutes • Meeting minutes • Awareness and sensitization workshop reports • Training programme, curricula, materials and training modules • Attendance list • PSA • Brochures and articles • Facebook page | <p>Annually and at project end</p> | <p>UNDP MDHSPE PMU</p> | <ul style="list-style-type: none"> • Panel discussion minutes • Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue) • Survey respondents contribute their honest attitudes and values • Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time • Public dialogues attract people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help change attitudes in a positive way • The right representation from the |

| Monitoring | Indicators | Means of Verification | Frequency | Responsible for data collection | Assumptions and Risks |
|------------|------------|-----------------------|-----------|---------------------------------|---|
| | | | | | various government ministries, departments, and agencies participate in project activities <ul style="list-style-type: none"> • There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities • Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness • Articles published in the popular media will be read and not skipped over • Brochures will be read and the content absorbed |

Annex 4: UNDP Social and Environmental Screening (SESP)

| | |
|---|---|
| Project Information | |
| Project Title | Capacity Building for Environment and Natural Resources Governance in Timor-Leste |
| Project Number | 5754 |
| Location (Global/Region/Country) | Timor-Leste |

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

| |
|--|
| QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability? |
| <i>Briefly describe in the space below how the project mainstreams the human-rights based approach</i> |
| By facilitating and catalyzing active stakeholder engagement, this project will help mainstream a human-rights based approach as these exercises serve to ensure that stakeholders' priority concerns are appropriately incorporated. The project's implementation approach of adaptive collaborative management began with the design phase of the project, ensuring that stakeholders identify and express any particular risk to their socio-economic standing. As part of the project formulation phase, consultations were held with a broad group of stakeholders to build an understanding of the baseline including challenges and barriers to managing data, and mainstreaming the Rio Conventions into plans and policies. One assumption of the project strategy is that these in-depth consultations will enhance the transparency and legitimacy of the proposed activities. Component 4, which focuses on improving awareness of global environmental values and knowledge management, allows for a multi-dimensional approach that includes stakeholder engagement and awareness programmes with the private sector, the media, civil society, academia and local organizations. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues aim to engage as many people as possible in order to reduce the risk of marginalizing stakeholders and integrating their different perspectives into as many activities as possible. |
| <i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i> |
| Gender equality concerns have been taken into account, and as a result, the monitoring of key indicators, such as a) the gender balance in capacity development activities and b) the extent to which gender issues shape workshop deliberations and recommendations, are included in the project. The project will promote gender equality as well as the empowerment and participation of women in environmental management. |
| <i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i> |
| This project directly responds to the National Capacity Self-Assessment that was prepared in 2007. Additionally, the project responds to national priorities, policies, and strategies that emerged subsequently such as the National Biodiversity Strategy and Action Plan (2011/2015), the Strategic Development Plan 2011-2030, the Environmental Decree 26/2012, Timor-Leste's Rio +20 report (2012), the National Action Plan to Combat Land Degradation, and the National Adaptation Programme of Action to Climate Change. The three Rio Conventions and the guidance provided through their conferences of the parties and associated protocols will serve as analytical frameworks for identifying global environmental criteria and indicators. These will be linked to sustainable development objectives and other indicators that will be developed through the project's learning-by-doing exercises that serve to integrate global environmental considerations into sectoral planning frameworks. More specifically, the project calls for global environmental indicators to be incorporated into monitoring and evaluation procedures; best practice and lessons learned approaches used to catalyze Rio Convention mainstreaming through learning-by-doing and mentoring processes; and mainstreaming of Rio Conventions into high priority sectoral development policies, legislation, plans, and/or programme (through learning-by-doing and mentoring processes). |

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 3: What is the level of significance of the potential social and environmental risks?
Note: Respond to Questions 4 and 5 below before proceeding to Question 6

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

| Impact and Probability (1-5) | Significance (Low, Moderate, High) | Comments | Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks. |
|-------------------------------------|---|---|---|
| 1 | Low | Potential social and environmental risks to this project are very minimal since this project will not carry out any activities that seek to directly affect people’s socio-economic priorities negatively. Similarly, the activities under this project will not pose any environmental risk as the very purpose of the project is to strengthen a set of targeted capacities for sectoral policies and plans to integrate better environmental management practices that also help Timor-Leste better realize global environmental objectives. | No social or environmental assessment and management measures were necessary as part of the project design. Notwithstanding, standard monitoring and assessment procedures will undertake regular monitoring and take an adaptive collaborative management approach to mitigate and minimize potential risks. |


QUESTION 4: What is the overall Project risk categorization?

| Select one (see SESP for guidance) | | Comments |
|---|-------------------------------------|---------------------------|
| Low Risk | <input checked="" type="checkbox"/> | No risks were identified. |
| Moderate Risk | <input type="checkbox"/> | |
| High Risk | <input type="checkbox"/> | |

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

| Check all that apply | | Comments |
|---|--------------------------|-----------------|
| Principle 1: Human Rights | <input type="checkbox"/> | None required |
| Principle 2: Gender Equality and Women’s Empowerment | <input type="checkbox"/> | None required |
| 1. Biodiversity Conservation and Natural Resource Management | <input type="checkbox"/> | None required |
| 2. Climate Change Mitigation and Adaptation | <input type="checkbox"/> | None required |
| 3. Community Health, Safety and Working Conditions | <input type="checkbox"/> | None required |
| 4. Cultural Heritage | <input type="checkbox"/> | None required |
| 5. Displacement and Resettlement | <input type="checkbox"/> | None required |
| 6. Indigenous Peoples | <input type="checkbox"/> | None required |
| 7. Pollution Prevention and Resource Efficiency | <input type="checkbox"/> | None required |

Final Sign off

| Signature | Date | Description |
|------------------------------------|--|---|
| QA Assessor Mr. Alamgir Hossain | 14 May 2017  | UNDP staff member responsible for the Project, typically a UNDP Programme officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted. |
| QA Approver | | UNDP senior manager, typically the UNDP Deputy Country Director, Country Director, Deputy Resident Representative, or the Resident Representative. The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC. |
| PAC Chair | | UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC. |

SESP Attachment 1: Social and Environmental Risk Screening Checklist

| Checklist Potential Social and Environmental Risks | | Answer (Yes/No) |
|--|--|------------------------|
| Principles 1: Human Rights | | |
| 1. | Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups? | No |
| 2. | Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁶ | No |
| 3. | Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups? | No |
| 4. | Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them? | No |
| 5. | Are there measures or mechanisms in place to respond to local community grievances? | No |
| 6. | Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? | No |
| 7. | Is there a risk that rights-holders do not have the capacity to claim their rights? | No |
| 8. | Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process? | No |
| 9. | Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals? | No |
| Principle 2: Gender Equality and Women’s Empowerment | | |
| 1. | Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls? | No |
| 2. | Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits? | No |
| 3. | Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment? | No |
| 3. | Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No |
| Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below | | |
| Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management | | |
| 1.1 | Would the Project potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i> | No |
| 1.2 | Are there any activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities? | No |

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

| | | |
|--|---|----|
| 1.3 | Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5) | No |
| 1.4 | Would Project activities pose risks to endangered species? | No |
| 1.5 | Would the Project pose a risk of introducing invasive alien species? | No |
| 1.6 | Does the Project involve harvesting of natural forests, plantation development, or reforestation? | No |
| 1.7 | Does the Project involve the production and/or harvesting of fish populations or other aquatic species? | No |
| 1.8 | Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i> | No |
| 1.9 | Does the Project involve utilization of genetic resources? (e.g., collection and/or harvesting, commercial development) | No |
| 1.10 | Would the Project generate potential adverse transboundary or global environmental concerns? | No |
| 1.11 | Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i> | No |
| Standard 2: Climate Change Mitigation and Adaptation | | |
| 2.1 | Will the proposed Project result in significant ¹⁷ greenhouse gas emissions or may exacerbate climate change? | No |
| 2.2 | Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change? | No |
| 2.3 | Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i> | No |
| Standard 3: Community Health, Safety and Working Conditions | | |
| 3.1 | Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities? | No |
| 3.2 | Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)? | No |
| 3.3 | Does the Project involve large-scale infrastructure development (e.g., dams, roads, buildings)? | No |
| 3.4 | Would failure of structural elements of the Project pose risks to communities? (e.g., collapse of buildings or infrastructure) | No |
| 3.5 | Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions? | No |
| 3.6 | Would the Project result in potential increased health risks (e.g., from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)? | No |
| 3.7 | Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning? | No |

¹⁷ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]
UNDP Environmental Finance Services

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| 3.8 | Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e., principles and standards of ILO fundamental conventions)? | No |
| 3.9 | Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g., due to a lack of adequate training or accountability)? | No |
| Standard 4: Cultural Heritage | | |
| 4.1 | Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) | No |
| 4.2 | Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? | No |
| Standard 5: Displacement and Resettlement | | |
| 5.1 | Would the Project potentially involve temporary or permanent and full or partial physical displacement? | No |
| 5.2 | Would the Project possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)? | No |
| 5.3 | Is there a risk that the Project would lead to forced evictions? ¹⁸ | No |
| 5.4 | Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources? | No |
| Standard 6: Indigenous Peoples | | |
| 6.1 | Are indigenous peoples present in the Project area (including Project area of influence)? | No |
| 6.2 | Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? | No |
| 6.3 | Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)? | No |
| 6.4 | Has there been an absence of culturally appropriate consultations carried out with the objective of achieving Free and Prior Informed Consent on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned? | No |
| 6.5 | Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples? | No |
| 6.6 | Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? | No |
| 6.7 | Would the Project adversely affect the development priorities of indigenous peoples as defined by them? | No |
| 6.8 | Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples? | No |
| 6.9 | Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? | No |
| Standard 7: Pollution Prevention and Resource Efficiency | | |
| 7.1 | Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? | No |
| 7.2 | Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? | No |

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

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| 7.3 | <p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p> | No |
| 7.4 | <p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p> | No |
| 7.5 | <p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p> | No |

Annex 5: UNDP Project Quality Assurance Report

| PROJECT MONITORING QA ASSESSMENT GUIDANCE | | | | |
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| OVERALL PROJECT | | | | |
| EXEMPLARY (5) ◎◎◎◎◎ | HIGH (4) ◎◎◎◎○ | SATISFACTORY (3) ◎◎◎○○ | NEEDS IMPROVEMENT (2) ◎◎○○○ | INADEQUATE (1) ◎○○○○ |
| At least three criteria are rated Exemplary, and all criteria are rated High or Exemplary. | All criteria are rated Satisfactory or higher, and at least three criteria are rated High or Exemplary. | At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above. | At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement. | One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement. |
| DECISION | | | | |
| <ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. | | | | |
| RATING CRITERIA | | | | |
| STRATEGIC | | | | |
| <p>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project):</p> <ul style="list-style-type: none"> • 4: The project has a theory of change <u>backed by credible evidence</u> specifying how the project will contribute to higher level change through the programme outcome’s theory of change. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 3: The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome’s theory of change, but this <u>backed by relatively limited evidence</u>. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 2: The project has a theory of change describing how the project intends to contribute to development results, but it is <u>not supported by evidence nor linked to higher level results</u> through the programme outcome’s theory of change. There is some discussion in the project document that describes why the project’s strategy is the best approach at this point in time. • 1: The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome’s theory of change. The project document does not clearly specify why the project’s strategy is the best approach at this point in time. • 0: The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project’s strategy is the best approach at this point in time. <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | | | | <p>Rating Score</p> <p style="text-align: center;">3</p> |
| <p>Evidence The project document specifies how the project will enable higher level and long-term changes. See the Theory of Change section in the document. The project aims to remove the barriers identified in the NCSA so that Timor-Leste can make more informed decisions for the global environment. The evidence supporting this theory of change is embedded in the GEF programming frameworks for CCCD projects, UNDP’s strategic programming on low-emission and climate</p> | | | | |

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| resilient development strategies, the emerging work on green growth indicators and the post-2015 Sustainable Development Goals. In the GEF theory of change framework, broader adoption of the outcomes achieved by GEF projects is critical for the GEF to achieve long-term global environmental benefits. See the sections on Potential for Replication and Sustainability and Scaling Up. | |
| <p>2. Is the project aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):</p> <ul style="list-style-type: none"> • 4: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project’s IRRF includes at least one SP output indicator. • 3: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project’s IRRF includes at least one SP output indicator. • 2: The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project’s IRRF includes at least one SP output indicator, if relevant. • 1: While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the IRRF. • 0: The project does not respond to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan | <p>Rating Score</p> <p style="text-align: center;">4</p> |
| <p>Evidence</p> <p>This project responds to all three areas of development work from the UNDP Strategic Plan. Moreover, the project addresses the new and emerging area of natural resources management. The results framework has two Strategic Plan output indicators. The project design is based on the 2007 NCSA and other subsequent analyses of capacity challenges in Timor-Leste.</p> | |
| <p>RELEVANT</p> | |
| <p>3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 which best reflects this project):</p> <ul style="list-style-type: none"> • 4: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project’s governance mechanism (i.e., Project Management Committee.) • 3: The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project’s decision-making, but will not play a role in the project’s formal governance mechanism. • 2: The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project’s | <p>Rating Score</p> <p style="text-align: center;">4</p> |

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| <p>IRRF/monitoring system, but representatives of the target group will not be involved in the project's decision-making.</p> <ul style="list-style-type: none"> • 1: The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project. • 0: The project has not specified any target group/area that is the intended beneficiary of the project's results. <p>*Note: Management Action must be taken for scores of 0 or 1</p> | |
| <p>Evidence</p> <p>Targeted groups are clearly identified in the project document. See Section D.1. The GEF CCCD Strategy emphasizes the requirement that stakeholder representatives actively engage in the full project life cycle in order to facilitate the strategic adaptation of project activities in keeping with project objectives. The UNDP/CO will undertake periodic monitoring of implementation progress. Furthermore, specific meetings may be scheduled between the Project Steering Committee, the UNDP/CO and other pertinent stakeholders as deemed appropriate and relevant.</p> | |
| <p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 which best reflects this project):</p> <ul style="list-style-type: none"> • 4: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 3: The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. • 1: There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence. • 0: There is no evidence that knowledge and lessons learned have informed the project design. <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p style="text-align: center;">4</p> |
| <p>Evidence</p> <p>The use of knowledge, best practices, and lessons learned informs several project activities, as well as the overall project strategy. For example, best practice and lessons learned approaches to catalyze Rio Convention mainstreaming will inform piloting. Additionally, the various analyses, the inclusive design, adaptive collaborative management, and the entire output focused on awareness building are all based on lessons learned and best practices.</p> | |
| <p>5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women?</p> <ul style="list-style-type: none"> • 4: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate • 3: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate • 2: Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have <u>not</u> been explicitly addressed in the design of gender-specific measure/outputs and indicators. • 1: The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have <u>not</u> been identified and gender-specific intervention has not been considered. | <p>Rating Score</p> <p style="text-align: center;">2</p> |

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| <ul style="list-style-type: none"> • 0: No gender analysis has been conducted on the differential impact of the project’s development situation on gender relations, women and men. | |
| <p>Evidence Gender considerations are incorporated into the project design. Further, there are specific indicators to address the identified gender issues, while others are expected to be identified and monitored during project implementation. See section D.3 and the results framework.</p> | |
| <p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: An analysis has been conducted on the role of other partners in the area that the project intends to work, and <u>credible evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • 3: An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • 2: Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been explicitly considered. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been considered. • 0: <u>No analysis</u> has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project. <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p style="text-align: center;">4</p> |
| <p>Evidence UNDP’s mandate, relationship with government, and long-standing engagement in the area gives it a comparative advantage in facilitating government partnerships especially for GEF grant financed projects. South-south and triangular cooperation have been considered, as appropriate. See Section D.4.</p> | |
| <p>MANAGEMENT AND MONITORING</p> | |
| <p>7. Does the project have a strong results framework? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: The project’s selection of outputs and activities are an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. • 3: The project’s selection of outputs and activities are an appropriate level and are consistent with the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators. • 2: The project’s selection of outputs and activities are at an appropriate level, but do not reference the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators. | <p>Rating Score</p> <p style="text-align: center;">3</p> |

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| <ul style="list-style-type: none"> • 1: The project’s selection of outputs and activities are not at an appropriate level. Outputs are <u>not</u> accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used. • 0: The project’s selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change. <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | | |
| <p>Evidence Project outcomes will be measured through a set of output, process, and performance indicators which have been constructed using SMART design criteria. A few gender sensitive indicators are included in the project results framework.</p> | | |
| <p>8. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?</p> | <p>Yes (2)</p> | <p>No (0)</p> |
| <p>9. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the Project Management Committee?</p> <ul style="list-style-type: none"> • 4: The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (in particular all members of the Project Management Committee), and full terms of reference of the Project Management Committee has been attached to the project document. A conversation has been held with each board member on their role and responsibilities, and all members agree on the terms of reference. • 3: The project’s governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the Project Management Committee). While full terms of reference of the Project Management Committee may not be attached, the project document describes the responsibilities of the Project Management Committee, project director/manager and quality assurance roles. • 2: The project’s governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but individuals have not yet been specified. The project document lists the most important responsibilities of the Project Management Committee, project director/manager and quality assurance roles, but full terms of reference are not included. • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism. • 0: The governance mechanism is not clearly defined in the project document <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p style="text-align: center;">3</p> | |
| <p>Evidence The governance mechanism is almost fully defined in the project document. Section H on Implementation and Management Arrangements specifies the members of the Project Steering Committee. Partial terms of reference are included in Annex 7 and the project document describes the responsibilities of the Project Steering Committee, the Project Manager, and quality assurance roles.</p> | | |
| <p>10. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project’s theory of change. Clear and complete plan in place to manage and mitigate each risk. • 3: Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks. | <p>Rating Score</p> <p style="text-align: center;">3</p> | |

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| <ul style="list-style-type: none"> • 2: Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks. • 1: Some risks identified in the initial project risk log, but no clear risk mitigation measures identified. • 0: Risks not clearly identified. No initial project risk log included with the project document. <p>*Note: Management Action must be taken for scores of 0 or 1</p> | | |
| <p>Evidence The project includes a risk log, which includes mitigation measures for each identified risk. The risks were identified based on an extensive set of consultations and review of the background documentation. See section E.1.</p> | | |
| EFFICIENT | | |
| <p>11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.</p> | Yes (2) | No (0) |
| <p>12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p> | Yes (2) | No (0) |
| <p>13. Is the budget justified and supported with valid estimates?</p> | Yes (2) | No (0) |
| <p>14. Is the Country Office fully recovering its costs involved with project implementation?</p> | Yes (2) | No (0) |
| EFFECTIVE | | |
| <p>15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: The required implementing partner assessments (capacity assessment, HACT micro-assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. • 3: The required IP assessments (capacity assessment, HACT micro-assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. • 2: The capacity of the IP has been assessed, but the HACT micro-assessment has not been done due to external factors outside of UNDP’s control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. • 1: The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered. • 0: The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p style="text-align: center;">N/A</p> | |
| <p>Evidence This project will be executed through the Direct Implementation Modality (DIM). The choice of modality is based on agreement between the Government of Timor-Leste and UNDP. Financial transactions, reporting and auditing will be carried out in compliance with established UNDP rules and procedures for direct implementation n modality (DIM).</p> | | |

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| <p>16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?</p> | <p>Yes (2)</p> | <p>No (0)</p> |
| <p>17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?</p> | <p>Yes (2)</p> | <p>No (0)</p> |
| <p>18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3).</p> <ul style="list-style-type: none"> • 4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3. • 3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3. • 2: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3. • 1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3. • 0: The project budget reflects no financial investments contributing to gender equality <p>*Note: Management Action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p>0</p> | |
| <p>Evidence Since gender inequality does not represent a barrier to meeting Rio Convention obligations, there is no budget allocation made to specifically address it. The GEF Instrument clearly states the criteria for the use of GEF financial resources, and these must be directed to activities that deliver global environmental benefits as defined under the three Rio Conventions for which the GEF is the financial mechanism. If there is a desire and/or expectation that financial resources be directed to gender equality, they must come from non-GEF financial resources and they cannot benefit from an allocation of a GEF increment.</p> | | |
| <p>19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: The project has a realistic multi-year work plan and multi-year budget at the activity level to ensure outputs are delivered on time and within the allotted resources. • 3: The project has a multi-year work plan at the activity level and multi-year budget at the output level. • 2: The project has a multi-year work plan and a multi-year budget at the output level. • 1: The project has an output level multi-year work plan, but not a multi-year budget • 0: The project does not yet have a multi-year work plan. | <p>Rating Score</p> <p>3</p> | |
| <p>Evidence The project has a realistic multi-year work plan at the activity level, and multi-year output budget, which is at the output level. See Annex 2 and Section I.5 and I.6.</p> | | |
| <p>SOCIAL AND ENVIRONMENTAL STANDARDS</p> | | |
| <p>20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project):</p> | <p>Rating Score</p> | |

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| <p>consultations were held with a broad group of stakeholders to build an understanding of the baseline including challenges and barriers to managing data, and mainstreaming the Rio Conventions into plans and policies. Component 4, which focuses on improving awareness of global environmental values and knowledge management, allows for a multi-dimensional approach that includes stakeholder engagement and awareness programmes with the private sector, the media, civil society, academia and local organizations. The project's extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues aim to engage as many people as possible in order to reduce the risk of marginalizing stakeholders and integrating their different perspectives into as many activities as possible.</p> | | |
| <p>22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?</p> <ul style="list-style-type: none"> • 4: Credible evidence that <u>opportunities to enhance</u> environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. • 3: Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget. • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered. • 0: No evidence that potential adverse environmental impacts have been considered. <p>Note: Management action or strong management justification must be given for scores of 0 or 1</p> | <p>Rating Score</p> <p>3</p> | |
| <p>Evidence This project is aligned with Timor-Leste's UNDAF, which identified poverty, education, malnutrition, maternal mortality, sanitation, gender inequality and violence, environment and climate change, economic diversification, governance, and government capacity as the key challenges facing the country. Socio-economic benefits from this project would be demonstrated in the medium-term through improved indicators and planning decisions that serve to enhance sustainable development. This project will carry out workshops to teach new tools and methodologies for achieving environmental sustainability by strengthening the linkages between global environmental and national socio-economic priorities. As a capacity building project, there is minimal potential for adverse environmental impacts. Thus, it is not necessary to have management and mitigation measures incorporated into project design and budget.</p> | | |
| <p>23. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</p> | <p>Yes</p> | <p>No</p> |
| | <p>N/A</p> | |
| <p>SUSTAINABILITY AND NATIONAL OWNERSHIP</p> | | |
| <p>24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: National partners have full ownership of the project and led the process of the development of the project. • 3: The project has been developed jointly by UNDP and national partners, with equal effort. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited engagement with national partners. | <p>Rating Score</p> <p>2</p> | |

| | | |
|---|---------------------|----------|
| <ul style="list-style-type: none"> • 0: The project has been developed by UNDP with no engagement with national partners. | | |
| <p>Evidence National stakeholders were engaged in the development of the PIF, the project document, the PPG initiation mission, and the Capacity Development Scorecard. National stakeholders held consultations with stakeholders that reaffirmed the validity of the project strategy to work with other projects and help strengthen the global environmental character, in particular to strengthen the synergies and institutional sustainability of capacities (systemic, institutional, and individual) for more informed and holistic planning and decision-making.</p> | | |
| <p>25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • 3: A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy developments are planned. • 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. | Rating Score | 3 |
| <p>Evidence This project responds to the 2007 NCSA which provided a comprehensive capacity assessment. Later assessments, such as assessments under national reporting for the three Rio Conventions, also informed the project design. The project also calls for assessments, which later project activities will build upon. The project document has identified activities that will be undertaken to strengthen capacity of national institutions. Through a learning-by-doing and adaptive collaborative management approach, the project will strengthen targeted institutional and technical capacities. This will be largely manifest around a key set of improved procedures, tools, and best practices.</p> | | |
| <p>26. Is there is a clear plan for how the project will use national systems, and national systems will be used to the extent possible?</p> | Yes (2) | No (0) |
| <p>27. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?</p> | Yes (2) | No (0) |

Annex 6: Standard letter of agreement between UNDP and Government

Signed agreement (CPAP 2015-2019) dated 22 September 2015 is attached as a separate file

Annex 7: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project. With the exception of the international consultants that will be recruited for the independent evaluation of the project and the Chief Technical Advisor would provide technical backstopping, the project consultants should ideally be Timorese nationals. However, experts from the region may be recruited in the event that a suitable national consultant could not be found. Rates will be based on UNDP Timor-Leste standards for the recruitment of regional consultants, but ideally at a rate that is not significantly greater than that of the national consultant rates in order for the project to remain cost-effective.

Background

Timor-Leste is a small island country that, on achieving independence in 2002, had little in terms of infrastructure, governance systems or institutional capacities. Although it has considerable natural resources such as seabed oil and gas fields, the new nation suffers from widespread poverty, food insecurity, low levels of access to energy, limited economic or private sector activity and paid employment. The national government is striving to achieve rapid economic and social development and delivery of services to its rapidly growing population.

This project will assist the Government of Timor-Leste to achieve the national priorities it has set in its National Strategic Development Plan for 2011 to 2030, and in its current annual National Priorities. These include land conservation and rehabilitation, water and watershed management, agriculture and food security, rural development and livelihoods based on sustainable use of natural resources, fisheries, tourism, forestry, disaster risk reduction, climate adaptation and mitigation, energy supply, and biodiversity conservation. This project is designed to build the capacity of the agencies to engage effectively together in the series of concurrent national assessment and planning exercises, the subsequent development and implementation of policies and substantial programme, and the monitoring of results and strengthening of future planning and actions.

Project Goal and Objective

The goal of this project is for the Timor-Leste to be better enabled to meet their obligations under the three Rio Conventions. This requires the country to have the necessary capacities to coordinate efforts, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, *the objective of this project is to strengthen institutional capacity for effectively managing information systems for national MEA obligations and monitoring impact and progress.*

Project Strategy

This project will address specific cross-cutting capacity development priorities identified in the NCSA in order to catalyze Timor-Leste's more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment. By systematically targeting the key barriers, the project will help the country make incremental improvements. These short-term changes will lead to long-term improvements through the project's strategic design; while the project develops capacities, it also lays groundwork for improved systems and frameworks to sustain outcomes.

The innovativeness of this project stems from its strategy of engaging stakeholders from the local level to the top decision-making level to build and sustain the country's underlying capacities to meet Rio Convention obligations. This project will develop innovative approaches for decentralized environmental governance that is integrated into national strategies and that may be useful for other LDC and SIDS to learn from.

Project Outcomes and Components

At the end of the project, activities will have resulted in a set of targeted capacities targeted to improving national stakeholders' understanding of the three Rio Conventions, with a particular emphasis on good practices for planning and decision-making. Taking into account that a major barrier to Timor-Leste's ability to meet and sustain Rio Convention obligations arises from insufficient access to best practices due to language and opportunities to apply these within the framework of planning and decision-making, this project is

strategically structured so as to overcome this underlying challenge. Towards this end, the project will enhance existing institutional structures and mechanisms to absorb new and improved data and information. Social actors working on various aspects of environmental governance, e.g., government staff and NGO representatives, among others, to better apply improved knowledge and skills to integrate global environmental objectives in national planning frameworks.

The overall design of the project was structured to meet the three outcomes of the GEF's Cross-Cutting Capacity Development Programme, namely:

- Enhanced institutional and technical capacities to use data and information (CD-1)
- Enhanced institutional capacities for cost-effective, collaborative, and coordinated management of global environmental issues (CD-2)
- Enhanced capacity to develop and implement integrated policies, plans and programme (CD-3)

While these expected outcomes are to improve capacities to meet and sustain global environmental priorities, from a national socio-economic development perspective the project will provide clear and direct benefits for Timor-Leste to more effectively meet and sustain sustainable development priorities. This can only be achieved by the project placing an important emphasis on reconciling global environmental and national development priorities through learning-by-doing mainstreaming exercises and building on the Post-2015 Sustainable Development Goals.

The project will be implemented in four linked components:

Component 1: Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues

Component 2: Coordination of technical directorates, policy, planning and programming

Component 3: Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programmes

Component 4: Enhanced awareness and value of the global environment to meet socio-economic priorities

Responsibilities

A. National Project Director

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

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

In consultation with UNDP, the Ministry of Commerce, Industry, and Environment, as the concerned department, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director will be supported by a full-time Project Coordinator.

Duties and Responsibilities of the National Project Director

The National Project Director will have the following duties and responsibilities:

- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the project are made available;

- Supervise the work of the Project Coordinator and ensure that the project coordinator is empowered to effectively manage the project and other project staff to perform their duties effectively;
- Select and arrange, in close collaboration with UNDP, for the appointment of the Project Coordinator (in cases where the project coordinator has not yet been appointed);
- Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

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

B. Project Coordinator

A Project Coordinator will be recruited to oversee the project implementation on a part-time basis under the guidance of the Project Steering Committee, and with the support of UNDP Timor-Leste. He/she will be recruited for the duration of the project full-time. In addition to overseeing the implementation of the project's capacity development activities, the Project Coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Steering Committee
- Prepare all required progress and management reports, e.g., APR and project initiation report
- Support all meetings of the Project Steering Committee
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

The Project Coordinator will have a post-graduate degree in a field related to the public administration of natural resources, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. In addition, the Project Coordinator should also have the following qualifications:

- Previous experience in communicating with ministries, private sector, NGOs, etc.
- Self-starting, independent and responsible personality;
- Demonstrated ability to manage and motivate people in a complex environment and achieve set goals under time pressure;
- Proven ability to think strategically, express ideas clearly and concisely, work both independently and in teams, and demonstrate self-confidence combined with sensitivity to gender and culture.
- Strong resource mobilization, communication and negotiation skills;
- Knowledge of change management and institutions at national and communes levels would be an advantage;
- Fluency in Portuguese and Tetum with good command of English an asset; Excellent writing and advocacy skills; and
- Computer proficiency (MS Office package, Internet).

C. Project Assistant

The Project Assistant will provide full-time support to the Project Coordinator in the carrying out of his/her duties, which will include:

- Organizational and logistical issues related to project execution per UNDP guidelines and procedures
- Record keeping of project documents, including financial in accordance with audit requirements
- Ensure all logistical arrangements are carried out smoothly
- Assist Project Coordinator in preparation and update of project work plans in collaboration with the UNDP Country Office
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Report to the Project Coordinator and UNDP Programme Officer on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

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

D. Technical Working Groups

Four working groups will be constituted – one for each of the components. Each group will be led by a national consultant, as follows:

- a. The Information/Communication Technology Specialist will lead the Component 1 group
- b. The Public Administration Specialist will lead the Component 2 group
- c. The Environmental Lawyer will lead the Component 3 group
- d. The Environmental Education Specialist will lead the Component 4 group

Each working group will be made up of a team of specialists. These groups will convene to prepare, review, and validate the technical analyses. Each group will be supported by stakeholder workshops so that all key stakeholder groups, including NGOs, and civil society can provide input and peer review of analyses and recommendations prepared under the project. The Technical Working Groups will also meet collectively to reconcile the different perspectives from the four working groups with a view to producing a consolidated set of recommendations. The consolidated Technical Workshop Groups are to be considered as the stakeholder validation workshops for each of the key deliverables under the project, such as the technical analyses, Rio Convention monitoring indicators, memoranda of agreement, and by-laws.

The specialists contracted under the project will contribute to multiple technical working groups based on the necessity of their skillset to help carry out project activities. In addition to the specialists, stakeholders will be invited as active participants to contribute to the work of the technical working groups. This is to ensure that each meeting of the group contains as complete as possible the breadth of stakeholder views and expertise. Each working group should contain at least 12 stakeholder members and represent all key stakeholder groups, including the National University of East Timor, NGOs, and civil society. Outside of the technical workshop groups, other experts and stakeholders should be encouraged to provide input and peer-review input of analyses and recommendations prepared under the project.

E. Specialist on the Convention on Biological Diversity

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

The UNCBD consultant will have at least 10 years of work experience biodiversity conservation programming and project implementation, of which at least the last two (2) years include active involvement in UNCBD negotiations. He/she will have at least a Master's in natural resource management, with a specialization directly related to biodiversity conservation in Timor-Leste and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

F. Specialist on the Convention on Desertification and Drought

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

The UNCCD consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in UNCCD negotiations, programming, and project implementation. He/she will have at least a Master's in natural resource management, with a specialization directly related to land management issues in Timor-Leste and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

G. Specialist on the Framework Convention on Climate Change

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

The UNFCCC national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in UNFCCC negotiations, programming, and project implementation. He/she will have at least a Master's in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Timor-Leste and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

H. Public Administration Specialist

The individual recruited as the Public Administration Expert may hold a separate contract as the Project Coordinator. The Public Administration Expert will be responsible for Component 2, which includes serving as a facilitator for the technical discussions of the collaborative development of the project's coordination mechanisms and agreements. He/she will work to institutionalize improved coordination of technical directorates, non-state stakeholders, policy, planning and programming. He/she will work under the supervision of the Project Coordinator and collaborative with the other consultants and project team.

The Public Administration Specialist will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

I. Environmental Lawyer

The Environmental Lawyer will oversee Component 3. The Environmental Lawyer will contribute to the substantive work under the project by assessing the policy and legal implications of national implementation UNDP Environmental Finance Services

of the Rio Conventions, improved coordination mechanisms, by-laws, and the data and information management system. The expert will work with the Public Administration expert as well as with the others, as appropriate to draft and negotiate the Memoranda of Agreement to share data and information, as well as draft the bills that need Project Steering Committee approval.

This expert will have a post-graduate degree in law, with a specialization on environmental law and policy of Timor-Leste. He/she will have to have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

J. Environmental Sociologist

The Environmental Sociologist will support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications, including consideration of relevant gender-equality issues. This includes the analyses related to the feasibility study and public awareness plan. He/she will take the lead in developing and implementing the survey as well as undertaking a statistical analysis of survey results. This Specialist will also help design the awareness material and serve as a resource person for the private sector and communes level dialogues and workshops. The Environmental Sociologist will be recruited to carry out a number of activities, including: an assessment of the guidelines, tools and resources on mainstreaming, with particular attention to lessons learned and best practices in mainstreaming Rio Conventions provisions in communal policies and programme, prepare and carry out a baseline survey of government staff's and public awareness of Rio Conventions.

The Environmental Sociologist will have at least a Master's in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes.

K. Environmental Education Specialist

The Environmental Education Specialist will oversee Component 4 and will work with other project consultants to undertake a number of key project analyses and construct deliverables such as the public awareness and communication campaign, assessment of training needs, and the school curricula. He/she will also design the learning-by-doing workshops to ensure that they are structured to foster critical thinking among workshop participants. Given the comparative advantages of a number of NGOs in Timor-Leste, an NGO may be recruited to carry out a number of the public awareness and advocacy activities.

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

L. Sectoral Planning Specialist

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

The Sectoral Planning Specialist will undertake the sectoral analyses and co-facilitate the targeted mainstreaming of Rio Conventions into sectoral development plans. He/she will have a post-graduate degree in a field related to planning, development, and/or sustainability, preferably a PhD, with demonstrated experience in analyzing and programming sustainable development reforms. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

The Sectoral Planning Specialist is to have at least ten (10) years of relevant experience in Timor-Leste's planning and policy.

M. Information/Communication Technology Specialist

An information technology specialist will be recruited to oversee Component 1 including the technical design of the systems and processes for managing key environmental data and information across key ministries, and the procurement of the technological hardware and software for its installation. Under the supervision of the Project Coordinator, he/she will work with the other specialists, as well as with the relevant information technology managers in the different departments to network existing information systems. The specialist will apply technical expertise to the implementation, monitoring, and maintenance of the strengthened data and information management system. With at least five (5) years' of work experience, the specialist will have at least a Master's degree in information technology, including network analysis, system administration, security and information assurance, IT audit, database administration, and web administration.

N. Monitoring and Evaluation Specialist

The Monitoring and Evaluation Specialist will work with other project consultants to manage the evaluation process, facilitate knowledge building and knowledge sharing on monitoring and evaluation, update as necessary Monitoring and Evaluation plans, provide technical guidance for the implementation of the M&E plan, and assist UNDP in the identification of potential implementation problems and bottlenecks and recommend appropriate strategies to address them. The specialist will collaborate and coordinate with other UN agencies, government agencies, NGOs, and other organizations on monitoring and evaluation issues.

The Monitoring and Evaluation Specialist will have a Master's Degree in Natural Resource Management, Environmental Sociology, or a related field, and 7 years M&E related experience.

O. Finance Expert

The Finance Expert is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of resource assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the Project Coordinator and collaborative with the other consultants and project team. The Expert will contribute to the following activities: prepare feasibility study, and preparation and approval of resource mobilization strategy.

The Finance Expert will have a post-graduate degree in finance or accounting, with preference being a certified or chartered public accountant. He/she will have five years or more experience with the accounting, financial management and auditing of environmental, as well as with the fiscal administration of the government's agencies that have an environmental stake. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern public finance management.

P. International Evaluation Consultant

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

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

Q. Chief Technical Advisor

This international specialist will be retained on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular the preparation of technical analyses and drafting of the Rio Convention mainstreaming policies, programme, plans and/or legislation, as appropriate. These services will be provided over the course of the four-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery. The detailed TORs will be developed during project implementation.

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