



Project Document



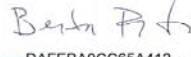
Project Title: Regional Technical Assistance Facility	Implementing Organization(s): UNOPS
Project Contact - Implementing Organization: Name and position: Tatiana Wah, Director and Representative Address: 34 Avenue Pumbu, Gombe, Kinshasa Phone: +243 817 107 786 E-mail: tatianaw@unops.org	Project partner(s): N/A
Countries: Democratic Republic of the Congo (DRC), Republic of Congo, Gabon, Cameroon, Equatorial Guinea, Central African Republic (CAR)	Project location (provinces or priority areas) : N/A
Project Description: This project will aim at establishing a regional technical assistance facility to support governments from 6 countries of Central Africa in milestone implementation towards their respective letters of intent (LOI) with the Central African Forest Initiative (CAFI), for the ones who have LOI in place, and to provide targeted result-focused capacity building so that the governments can build their financial, technical and operational capacity	Total Project Cost (including estimated unfunded budget) 10,000,000 USD Total amount funded by CAFI: 10,000,000 USD First tranche amount and duration: 4,000,000 million USD for 1 year 3,000,000 USD for Year 2 3,000,000 USD for Year 3 yearly disbursement Other funding sources: - National contribution (including in-kind contribution): N/A - Other donors: N/A Start date ¹ : 1/12/2023 End date: 1/12/2026 Total duration (in months): 36 months

¹ Indicative dates: The official start date of any CAFI-funded project is the date of transfer of funds by the MPTF Office.



Date and number of approval decision: _____

Signatures of Participating Organizations:

<p>Representative Name : Tatiana Wah Position : Director and representative of UNOPS, CDMCO Name of Organization : UNOPS</p>	<p>Date and signature 28/11/2023 </p> 
<p>Representative Name : Berta Pesti Function: Head of the Secretariat of Central African Forest Initiative (CAFI) CAFI Secretariat</p>	<p>Date and signature 29-Nov-2023</p> <p>DocuSigned by:  DAFEBA0CC65A412...</p>



<i>CAFI OUTCOMES to which the program contributes</i>	<i>Amount in USD^[1]</i>
<i>1. Sustainable agricultural practices lead to less land conversion and increased food security;</i>	x
<i>2. Sustainable alternatives to current wood energy practices are adopted;</i>	x
<i>3. Forestry sector and protected areas institutions and stakeholders have the capacity and the legal framework to promote, monitor and enforce sustainable management of forests;</i>	x
<i>4. Future infrastructure and mining projects minimize their overall footprint on forests;</i>	x
<i>5. Land use planning decisions ensure a balanced representation of sectoral interests and keep forests standing, and better tenure security does not incentivize conversion by individuals, communities or companies;</i>	x
<i>6. Population growth and migration to forests and forest fronts are slowed down;</i>	x
<i>7. Better inter-ministerial coordination and governance resulting in a permitting, enforcement and fiscal regime of economic activities that do not push economic actors to forest conversion and illegal activities; and a business climate favourable to forest-friendly investments.</i>	10M USD

Executive Summary

This Project aims at establishing a Technical Assistance Facility, providing logistical and technical assistance to the governments of 6 Central African countries (DRC, CAR, Rep of Congo, Gabon, Equatorial Guinea, Cameroon) which are part of the Central African Forest Initiative (CAFI) and receive funding from the CAFI Multi Partner Trust Fund (MPTF). This technical assistance project will assist:

- Government's commitments of the letter of Intents with CAFI (3 countries have signed a LOI) and/or to prepare their engagement with CAFI (3 remaining countries). This also includes support to non-state stakeholders (private sector & civil society) to contribute to milestones achievement.
- National & regional entities through targeted result-focused capacity building (i) to enhance national execution of project/ activities and investments durability; (ii) analyze, capitalize and share/disseminate lessons learned at the national, regional and international levels.



The expected outcomes of the Project as described in the result framework will be the following:

- Countries are supported to accelerate milestone implementation and receive assistance in their further engagement with CAFI
- Selected national entities have increased ownership of CAFI programming and have direct access to the Trust Fund
- Improved collaboration and communication through lessons learned and lesson sharing at the national and regional level

To reach the set outcomes, UNOPS will provide logistical support through the purchase of equipment/materials, provide technical assistance through the delivery of advisory services and capacity building in areas like environment, biodiversity, forestry, agriculture, IT, HR, law among others, and support national capacity in the organization of events such as conferences, workshops, high level meetings. These activities will be conducted upon prior approval from CAFI and availability of funds.

The Project will set up a mechanism through which countries will submit requests via their CAFI focal point, that align with the CAFI's objectives and outcomes established in the LOI/programmatic frameworks, without duplicating and in synergy with the existing projects approved by CAFI trust fund, and receive the logistical and/or technical assistance.

Two possible implementation modalities will be used under the project:

- Direct implementation by UNOPS
- National implementation where selected national entities that have passed the eligibility check according to UNOPS rules and regulations (capacity assessments, HACT evaluation), will be able to receive grants to implement the activities described in the requests, while UNOPS will provide monitoring and oversight of the activities.

The budget for this Project will be 10,000,000 USD for a period of 3 years with yearly disbursements. Budget allocations per country and type of requests will be decided through a Steering Committee (COFIL) including CAFI Secretariat, the EB and UNOPS that will be conveyed at least twice a year to establish an annual work plan.



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1) Introduction

The Central African Forest Initiative

CAFI was established in 2015 at the margins of the United Nations General Assembly as a partnership initiative that gathers a coalition of donors - Belgium, The European Union, France, Germany, the Netherlands, Norway, Sweden, the Republic of Korea and the United Kingdom (current chair) and 6 partner countries, that is, the Central African Republic, the Democratic Republic of the Congo (DRC), the Republic of Cameroon, the Republic of Congo, the Republic of Equatorial Guinea and the Republic of Gabon, implementing organizations and South-South partners. CAFI is both a Trust Fund managed by an MPTF that supports direct investments on the ground and a political negotiation platform that aims to drive high-level policy dialogue².

"CAFI is a platform of coordination for like-minded partners that provides for substantially scaled-up international support to national REDD+/LED investment frameworks and includes a distinct CAFI MPTF to ensure the coherence and efficiency of the Initiative. Donors who are part of the Initiative can commit resources to the Fund or use, in a coordinated manner, bilateral or other channels to provide financial support."³ The CAFI MPTF is hosted by the Multi Partner Trust Fund Office of UNDP (MPTF Office). It offers a coordination mechanism to donors who are part of CAFI by harmonized approval, disbursement, and monitoring and reporting processes.

Within the CAFI structure, "a small Secretariat ensures the operational support for the CAFI MPTF. The CAFI MPTF is administered by the MPTF Office. It supports the EB and facilitates the overall operations of the fund. The Secretariat is the central point of contact for CAFI and coordinates with countries with regards to submission and reporting processes. It advises and supports the EB in strategic planning, and consolidates narrative progress reporting, using tools such as the scorecard and the risk management dashboard. It also coordinates the review process for NIFs and CAFI projects, and it facilitates collaboration and communication between International Organisations when necessary."⁴ The organigram below presents the CAFI structures and various entities:

² Source: CAFI Website (<https://www.cafi.org/who-we-are/our-partners>)

³ Terms of Reference, CAFI, 2023, p.7

⁴ Terms of Reference, CAFI, 2023, p.20-21

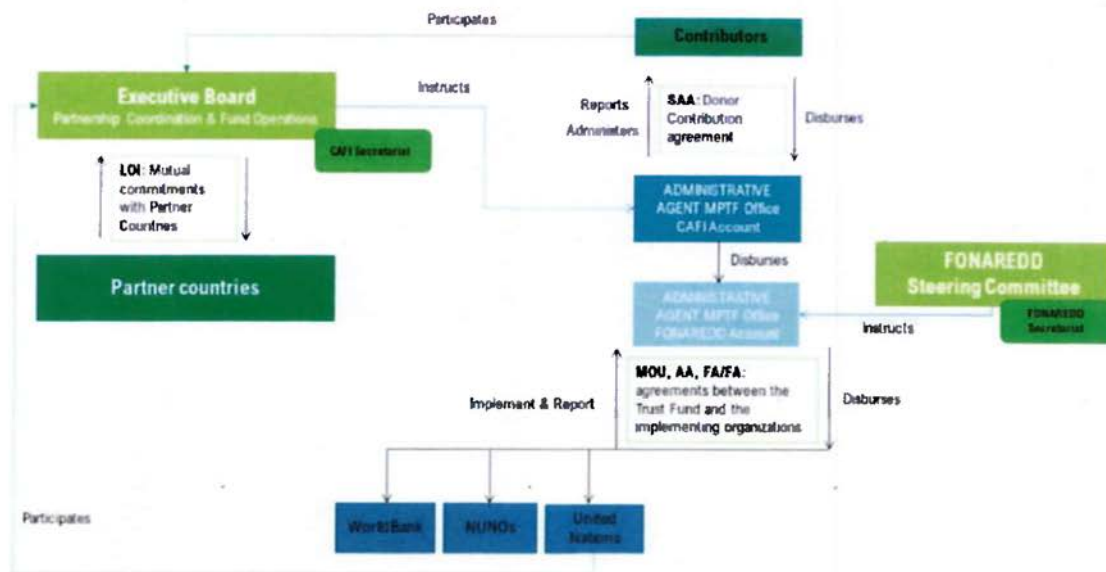


Figure 2: CAFI Governance arrangements

CAFI currently has three existing country partnership agreements (DRC, Republic of Congo and Gabon) and is in the process of entering into a fourth agreement with Cameroon. These partnership agreements (Letters of Intent, LOI) define field investments and policy reforms (with associated policy milestones) across 8 different sectors of direct relevance to CAFI's objectives.

Governments and their sectoral ministries are in the front seat when it comes to driving these reforms. However, they often lack the practical means to do so, and several policy milestones are not being met because technical assistance was not available. Lack of technical assistance is most often given as the explanation from governments why milestones have not been met. National counterparts also ask for more national capacity building, national ownership of the processes and activities needed to achieve the commitments they made in the Letters of Intent, as well as developing national execution modalities for the implementation of the agreed budget.

For CAFI, such capacity building must be extremely targeted and result-oriented to make sense. The needs for capacity building may vary from one country to another. But, in-country logistical support is often necessary (organization of consultations, workshops, conferences meetings, recruitment of local consultants, etc) to support each Government and its sectoral ministries so that they can more autonomously and effectively oversee the CAFI interventions in their countries and establish coherent and rigorous financial mechanisms, safeguards and regulations to become direct recipients of CAFI funding in the future.

2) Situational analysis specific to the project context



The CAFI Executive Board would like to set aside funding to support the countries in reaching the established milestones in the LOIs and other formal agreements as well as providing targeted capacity building, so that the governments can enhance their capacity in managing CAFI funds, in terms of financial, technical and operational management, social and environment safeguards, sexual harassment, incorporation of gender into programming, and other key related fields.

To do so, CAFI has approached UNOPS to create a Technical Assistance facility with a mechanism to disburse funds and implement technical assistance activities to achieve these objectives. The Technical Assistance Facility Project aims at providing logistical and technical assistance to all 6 countries part of the Central African Forest Initiative on a result-based basis. Based on each country's development stage, commitments, and current needs, the technical assistance may vary.

a) Description of the general context in the geographical area

Each of the six countries presents a unique profile in terms of structure, funding and potential technical assistance needs.

- Democratic Republic of the Congo

The Democratic Republic of the Congo is the country with the biggest funding envelope approved by CAFI, as it is the third largest tropical country in the world in terms of forest loss after Brazil and Indonesia, with 14.6 million hectares lost between 2001 and 2019. The DRC adopted its national REDD+ framework strategy in 2012, aiming to stabilize forest cover at 63.5% by 2030, and to maintain it thereafter. CAFI's partnership with the DRC started in 2015, when the Government of DRC adopted its national REDD+ Investment Plan, on the basis of which a Letter of Intent was agreed to for 5 years (2016-2020) and 18 programmes were progressively funded through the capitalization of the DRC National REDD+ Fund (FONAREDD).

In November 2021, during COP 26 in Glasgow, a renewed and expanded 10 year agreement (2021 – 2031) was signed by President Tshisekedi of the DRC and Prime Minister Boris Johnson of the United Kingdom, unlocking investments of USD 500 million to meet concrete objectives to halt deforestation and restore degraded lands through a sustainable & inclusive rural development that fights poverty and creates jobs and revenues.

Status of 2021 and 2022 milestones of the 2nd Letter of Intent with the DRC:

- Achieved (9) 37%
- Significant progress (10) 42%
- Delays (5) 21%

The Government made good progress in 2022 with the finalization of several key sectoral policies: sustainable agriculture policy, land use planning policy, land tenure policy, and energy policy (to be endorsed in 2023).

Moreover, under the leadership of the Head of State, progress were made with the governance of the forestry sector, with efforts made in terms of transparency, with the publication of the Review of the legality of forestry contracts made by the Inspection



General des Finances on April 2023, the completion of an Independent study on the legality of these forestry contracts and the establishment of a "Commission de revisitation des contrats forestiers" by the Ministry in charge of Environment (MEDD). This commission finalized its report in March 2023. The roadmap towards the cancellation of illegal contracts is ongoing.

The National REDD+ Fund FONAREDDD is developing a project to provide similar support to sectoral ministries for the achievement of milestones (Projet d'Appui aux Jalons). Support from the UNOPS TA facility will be deployed to fill gaps jointly identified with the FONAREDD (for Instance for the mobilization of International expertise/ firms, provision of goods, etc).

- Republic of Congo

After two preparatory grants and the signature of the Letter of Intent in September 2019, the Government of the Republic of Congo and CAFI are now jointly developing and implementing a pipeline of 9 programmes on the basis of an agreed programming framework. This pipeline includes wide-reaching programmes in key strategic sectors : sustainable land use planning, sustainable agroforestry practices for sustainable wood energy production and consumption practices; the development of an operational National Forest Monitoring System; and twin programmes for ensuring robust and constructive engagement of community representation and sustained engagement of civil society and the private sector.

Status of milestone and partnership:

In 2022, progress was made on many of the milestones, particularly in connection with EITI, governance, regulation of the forest sector and governance of the partnership. According to the first review conducted, most of the milestones 2019-2022 have been met.

- Gabon

Gabon has committed to reducing its greenhouse gas (GHG) emissions from forests by 50% by 2025 compared to a 2005 baseline level in its INDC under the Paris Agreement and subsequently in its first Letter of Intent signed with CAFI in 2017, in which Gabon committed to the non-conversion of high value forest and limited and carbon neutral conversion of non-high-value forests. Based on the first National Investment Framework presented to CAFI, the Letter of Intent delineated specific objectives on land-use planning, forest monitoring and forest governance.

A historic results-based payment agreement worth 150 million US \$ was signed in 2019 as an addendum to the Letter of Intent, making Gabon the first high forest cover and low deforestation (HFLD) country in Africa to be able to claim payments for emission reductions and removals.

Status of milestone and partnership:



As of December 31, 2022, 3 additional milestones of the Letter of Intent can be considered as achieved, giving a total of 13 milestones achieved since the start of the project, 10 partially achieved and 1 not achieved out of the 24 to be achieved. In total, of the 11 milestones globally achieved, 5 were achieved in 2020, 3 in 2021 and 3 in 2022. The overall achievement rate of the milestones was 45.8%.

The reasons listed by the independent evaluators for the partial or no achievement of milestones can be summarized as follows:

- The lack of widespread knowledge of the milestones by technical agents in the administration
- Delays in the implementation of the AFD- CAFI 1 Project on land use planning and forest monitoring, due to disagreements between the AFD and the administration, heavy procedures for acquisition that required a lengthy process of ownership by the project management unit, and slow recruitments
- A lack of correlation of certain milestones with activities of the AFD- CAFI 1 project
- Difficulty engagement of civil society
- Difficulty in accessing information

- Equatorial Guinea

With the discovery and exploitation of oil reserves in the 1990s and 2000s, Equatorial Guinea enjoyed one of the fastest economic growth rates in the world, which, notably, allowed the country to develop its infrastructure. Yet with decline in oil prices, the country has experienced a sharp economic recession since 2015, and now seeks to diversify its economy away from oil. While timber exports only represent 2% of the GDP in 2018, Equatorial Guinea is one of the most important African exporters of timber to China, especially *oukoumé*.

By signing the CAFI Declaration, Equatorial Guinea entered into its partnership with CAFI in 2016, and shortly after received a preparatory grant to support the background studies and the development of the National REDD+ Strategy and Investment Plan.

- Cameroon

Cameroon is often referred to as "Africa in miniature" thanks to its climatic, ecological and cultural diversity. Cameroon's Intended Nationally Determined contribution calls for a reduction of 32% in emissions by 2035 compared to 2010. In 2016, the CAFI Executive Board awarded a preparatory grant of US\$ 1 million to help Cameroon develop its National Investment Framework for REDD+ (NIF REDD+), complementing a grant of US\$ 250,000 from the Forest Investment Program.

Status of Partnership:

In June 2023, MINEPAT and CAFI concluded a launch of the first two Calls for Expressions of Interest (EOI) in the framework of the partnership between the Cameroonian government and CAFI.

Cameroon is currently in the process of negotiating a partnership agreement with CAFI to officialize its commitments to the CAFI objectives.



- Central African Republic

The Central African Republic's dense humid forests are split into one massif in the southwest and the Bangassou forest in the East. They harbor exceptional biodiversity including 208 mammal species, 698 bird species, 25 reptiles and hundreds of tree species amongst which some are endangered or vulnerable. 45% of the population suffer from food insecurity, and 59% live in conditions of intense deprivation.

The government's vision is of a country that is finally at peace, pursuing national reconciliation dialogue, taking concrete steps toward a solid peace, and initiating a process of recovery and sustainable development that ensures environmental sustainability and the sustainable use of natural resources.

A second preparatory grant, approved at the end of 2020, made it possible to develop the three feasibility studies for the programs identified in the REDD+ NIF, as well as to initiate a high-level policy dialogue between the CAR and CAFI donors in to produce a Letter of Intent that will specify expected results and financial commitments of partners to support the CAR in implementing the priorities identified in its NIF. One of the main challenges of this work will be to align the interventions of the various stakeholders, including technical and financial partners, in order to implement the ambitious measures of the REDD+ NIF in a coherent and integrated manner

3) Project strategy

a) Past initiatives and lessons learned (national and international)

The United Nations Office for Project Services (UNOPS) provides infrastructure, procurement and project management services to build a more sustainable world. The organization combines the best practices of the United Nations and the private sector to help its partners to maximize the effects of their humanitarian, development and peace and security building projects, placing equality, inclusiveness, sustainability and resilience at the heart of his work.

Based in Kinshasa, the UNOPS Multi-Country Office in the Democratic Republic of Congo (CDMCO) covers eleven countries in Central and East Africa including the 6 countries that are part of the CAFI initiative. Since 1999, CDMCO has established strong working relationships with governments in the sub-region as well as multilateral and bilateral partners. CDMCO provides technical support, capacity building and a wide range of project management and execution services in various sectors such as health, education, environment, agriculture, public works, energy and administration. Currently, the cluster office is implementing a project portfolio of over US\$340 million on behalf of its partners.

Examples of UNOPS Projects offering Fund Management and technical assistance:

- Knowledge for Reform Action in the Western Balkans Project (9.1M USD)

The project provides government partners in the six countries of the Western Balkans (WB6: Albania, Kosovo, Bosnia-Herzegovina/BiH, North Macedonia, Montenegro and Serbia) with access to tailored expertise and knowledge to assist them with advancing on their



respective reform agendas. The project will strengthen good governance by strengthening institutional, administrative and legislative reforms, which ultimately will advance the attainment of EU accession requirements and the SDG's. The project outcomes are to strengthen the capacity of the countries to accelerate progress towards their respective national reform agendas. The project offers technical expertise to beneficiary government institutions in charge of the EU-integration reforms at the national level. This support includes preparing the negotiation positions, drafting or amending the national legislations to ensure compliance with the EU requirements in areas identified by the countries and project's chapter-specific support. The project expects to provide such support through subject matter chapter and cluster - specific experts deployments and organization of thematic events.

- **Fund Management for the PROMIS-PF Project (43M USD)**

Since July 2019, UNOPS has been responsible for administering funds for PROMIS-PF, a family planning programme in the DRC. The programme contributes to the long-term reduction of the population pressure on environmental resources in targeted geographic regions located in 159 health zones of 11 provinces.

A consortium of international non-governmental organizations including Tulane University as Technical Lead, Marie Stopes International, DKT International and the United Nations Population Fund (UNFPA) has secured US\$43 million in funding from the National REDD+ Fund (FONAREDD), supported by the Government of Norway. The three organizations (Tulane University, DKT and MSI) are scaling up family planning services in the DRC by diversifying the channels through which family planning services are offered to the population, with a particular focus on community-based provision.

UNOPS' role is to manage the US\$43 million fund. UNOPS monitors and controls the disbursement of funds. As part of its mission, through the Fund Management Office, UNOPS ensures the protection of donors' investment, the management and coordination of contracting processes with implementing partners and FONAREDD, the preliminary assessment of the implementing partners' operational capacities as well as the compliance monitoring. Another component of the project implemented by UNOPS is the construction of two redistribution centers in Bas Uele and Mai Ndombé provinces.

b) Intervention strategy

This Project will aim to create a Technical Assistance Facility, providing logistical and technical assistance to 6 Central African countries (DRC, CAR, Rep of Congo, Gabon, Equatorial Guinea, Cameroon) who are part of the Central African Forest Initiative (CAFI) and receive funding from the CAFI Multi Partner Trust Fund (MPTF).

This technical assistance project will assist:

- Governments in implementing commitments of the letter of Intent with CAFI (3 countries have signed a LOI) and/or to prepare their engagement with CAFI (3 countries) . This includes also support to non-state stakeholders (private sector &



civil society) to contribute to milestones achievement as they are key partners of the governments in these commitments.

- National & regional entities through targeted result-focused capacity building (i) to enhance national execution of project/ activities and investments durability; (ii) analyze, capitalize and share/vulgarize lessons learned at the national, regional and International levels.

In this Project, UNOPS will be responsible to provide logistical assistance through the provision of goods and services (purchase of equipment/materials for the government, provision of technical assistance through advisory services and capacity building in areas like environment, biodiversity, IT, HR, law among others; the organization of events such as conferences, workshops, high level meetings to provide targeted capacity building and reinforce regional and national coordination. The assistance received will be done either directly by UNOPS and/or through national execution modalities after the fiduciary evaluation of the selected national entities and the establishment of contracting modalities following UNOPS rules and regulations. This support will be provided upon prior approval from CAFI and availability of funds.

CAFI EB and UNOPS representatives will meet bi-annually to establish a semi-annual work plan allocating funds for technical assistance activities that are already known, per country and allocating some additional funding for other requests that may arise during the semi-annual period. National partners/entities acting as national counterparts for the CAFI partnership can be invited to these steering committee meetings as observers.

During the initial months of the Project, UNOPS will gradually participate, as an observer, in CAFI coordination work, through attending relevant Executive Board meetings, annual reviews at country level and other relevant coordination meetings. The objective will be for UNOPS to develop a more thorough understanding of the level/state of each country with regards to their CAFI commitment and assess what their most immediate needs are. Attending these events will also allow for UNOPS to become more familiar with the organizational structure for CAFI programming in each of the 6 countries and gather information about the needs of each government in order to enhance their capacity in receiving, managing and implementing CAFI funds and reaching the outcomes established in the Letter Of Intent and/or programmatic frameworks.

The coordination events will include but will be not limited to:

- DRC: FONAREDD governance structure meetings, DRC annual review meetings and any other relevant workshops
- Republic of Congo: the Partnership Steering Committee (chaired by the Prime Minister, this multi-stakeholder bodies is in charge of Lol and CAFI supported projects portfolio coordination & monitoring) , which is supported by the Permanent Secretariat based at the Prime Minister Office
- Gabon: to be added when final decision on reorganization is confirmed by the government
- Cameroon: Coordination meetings organized by MINEPAT
- Central African Republic: to be added
- Equatorial Guinea: to be added



UNOPS will also look at each of the governments' structure overseeing CAFI funding and projects and the involvement of sectoral ministries. The UNOPS Project team may also organize country visits, if needed, to attend country coordination events and gather information on other active projects and programmes funded by other partners in relation to the CAFI outcomes to be aware of other key stakeholders and actors in environment, biodiversity, energy, and other CAFI related fields. The information collected from the CAFI coordination meetings and country visits will help establish a roadmap of recommended initiatives and interventions for this project. Based on the information collected, adjustments to the governance structure and terms and conditions of this PRODOC may need to be made through an addendum, if new dimensions and scope for this Project are identified.

A process map will be shared with the countries and described in a later section to determine the process through which each country will request logistical support and technical assistance. The requests will need to be in line with CAFI outcomes laid out in the LOI/programmatic frameworks and in line with the prerequisites established in the request form and described in this PRODOC, subject to budget availability. The request would also need to fall under one of the 2 windows established by CAFI such as a) technical assistance to milestone implementation, and (b) targeted and results-focused capacity building to national entities.

If requests are in line with the annual work plan by the COPIL, then UNOPS will work with the countries (governments and national/regional entities) through the CAFI focal point to obtain the necessary details to finalize and plan the request. Once the request has been finalized, signed off by CAFI through its Secretariat, and approved by UNOPS, the activities will be launched, having been discussed previously the specific implementation modality.

Following a result-based methodology, CAFI will look at the results from previous activities funded by the Project and how the governments are progressing towards their milestone implementation. These results may impact the decision of approving future requests.

c) Description of beneficiaries' capacities

This Project's main objective is to build the capacity of the governments to achieve their milestone implementation, improve national coordination and management of the CAFI funds and projects. The capacities of the governments will be built through:

- technical support provided via experts and consultants, training and workshops and logistical assistance
- national implementation modalities according UNOPS rules and regulations, with capacity building activities defined and provided by UNOPS to increase the national entities capacity

One of the medium term objectives of building the capacity of the national entities is to identify and build the capacity of a few selected entities in partners' countries to develop stronger organizational structures, develop the right legal and financial and fiduciary frameworks and mechanisms to meet the accreditation criteria required by CAFI legal and financial frameworks (see Operational Manual) and receive funds from CAFI directly.



As described in an earlier section, most countries with an LOI need support to make substantial progress towards the achievement of milestones, therefore, this project is critical in providing them services, goods, cutting edge expertise to achieve so and to support stronger national ownership notably through capacity building and national execution of approved budgets.

d) Project structuring (Outputs, Activities)

This project contributes to CAFI outcome <Better inter-ministerial coordination and governance resulting in a permitting, enforcement and fiscal regime of economic activities that do not push economic actors to forest conversion and illegal activities; and a business climate favorable to forest-friendly investments> and is built around 3 outputs.

- Output 1: Support received to accelerate milestone implementation, reporting and and/or the preparation of commitments (LoI Milestones)
- Output 2: Enhanced national execution of CAFI supported activities and projects.
- Output 3: Lessons learned of the partnership are capitalized and disseminated.

Output 1: Support received to accelerate milestone implementation, reporting and and/or the preparation of commitments (LoI Milestones)

UNOPS will provide technical and logistical support to the governments to make substantive progress towards the achievement of the commitments taken in the Letters of Intent and/or to prepare for their engagement with CAFI.

1. Support towards milestones implementation and reporting

This applies to countries that have signed Letters of Intent with CAFI (i.e. currently DRC, RoC & Gabon). The objective of this output is to support countries in reaching their commitments within the timeframe identified in the letter of intent, to reduce delays observed or forecast and/or to demonstrate good progress with the establishment of effective processes and deliverables. It can be assistance to:

- Activities that support the achievement of LOI Milestones which are financed by ongoing or planned CAFI funded projects (i.e. procurement of equipment, recruitment of experts and firms, organization of workshops and events);
- Upfront support to identify needs for milestones achievement (i.e. conduction of feasibility studies). For some milestones, the intervention strategy has not yet been identified and a short feasibility study can be required to better understand the context (national market, readiness for reform implementation, etc.) and stakeholders' vision to structure the approach. This could be supported by the Technical Assistance project;
- Additional support to complete planned or ongoing support. Project can sometimes only partially support milestones achievement;
- Support to milestones acceleration to mitigate delays of CAFI supported project implementation. Some activities of support are already planned within a project, but projects can accuse delays and not meet milestones deadlines - this has been observed in many countries. In this framework, the Technical Assistance Project could be used - not to substitute - but to accelerate and enhance implementation of activities. For example, milestone 7.2 of the ROC LoI demands <An analysis of



fuelwood and gas consumption and their supply chain for the cities of Brazzaville and Pointe Noire is conducted, identifying potential alternatives that can reduce the need for non-renewable fuelwood>. This work is planned under the AFD PUDT project starting in 2024. Meanwhile, progress could be made by enhancing the understanding of the LPG market and supply chain by national partners to provide further guidelines to future AFD PUDT project activities in defining the supply basin strategy as well as to ensure enhanced ownership and awareness of national Institutions In charge of GPL.

In such cases where the Technical Assistance Project is used to mitigate operational delays with the approval and/or implementation of CAFI funded projects, the request of support will need to :

1. present explanations as well as a short analysis of risks and advantages ;
2. present the operational measures that will be put In place to ensure coordination and synergies between the two (or more) funding sources;
3. provide any evidence that the request of funding to the Technical Assistance Project was informed and/or discussed with national counterparts involved in relevant CAFI funded projects and with other executing agencies In charge of other relevant CAFI funded project;
4. require CAFI EB & MPTFO approval to ensure that unused funds for these particular activities that were planned under the project are either returned and/or redirected on other results.

NB: Support provided by the Technical Assistance Project targets all national counterparts which can contribute to milestones achievement and which implication is deemed necessary. Therefore support and assistance could also be provided to civil society and/or the private sector. This support, however, would be channeled through the Governmental CAFI focal point.

2. Support provided to further engagement of countries with CAFI

- Provide support in the elaboration Letter of intent and identification of programming needs in the form of recruitment experts for technical support, conduction of short studies, organization of consultation workshops, etc. Needs will be jointly identified by Government and CAFI;
- Support the implementation of recommendations requested by partnership coordination bodies. For example, in RoC, the second Steering Committee asked to support the country in understanding and defining the concept of deforestation free agriculture. UNOPS could provide additional expertise and complement existing CAFI funded projects to meet this recommendation within a short timeline through the recruitment of a consulting firm and/or experts;
- Support coordination and consultation activities within the government (intersectoral coordination), with decentralized entities and/or with technical and financial partners of the Government, to foster better understanding and alignment of the vision, objectives, approaches of the partnership. This support would be provided in the form of organization of events, high-level meetings, payment of mission and travel.



UNOPS describes in a later section the means through which the support will be provided and the categories of assistance that will be implemented under the project in section e).

Activity 1.1: Submission of requests, elaboration of Annual work plans and approval of requests

This project is made to provide swift support and services to partners' countries, while ensuring coordination and avoiding duplication of support.

It is therefore critical that processes for the identification and approval of requests are flexible and swift enough to provide necessary support on a timely fashion to partners' countries and further assess, refine and possibly modify these processes over time with the approval of the Steering Committee to ensure that :

- the mechanisms allow for proper coordination with other CAFI funded projects and any other relevant projects funded by other funding sources;

- requirements in achieving so do not create operational bottlenecks and delays in disbursing funds in a swift fashion.

A later section describes the process of request submission and the relevant parties that will review, sign off and approve the requests. In the Annex, a template request form will be shared with the CAFI countries. UNOPS will organize meetings and discussions with the CAFI focal points so that they become familiar with the request format and ensure that requests submitted are completed.

UNOPS in collaboration with CAFI, UNOPS will conduct bi-annual exercises consistent with approaches in a later section to establish a yearly budget and budget allocation per country and category of assistance. Some allocations will also be made in line of the requests that are already known - see below governance arrangements.

Activity 1.2 : Implementation of activities

Once a request has been finalized and approved, activities implementation will be implemented following the means & processes described in section e) through direct implementation by UNOPS and/or national implementation modalities, as defined and agreed upon in the request and according to UNOPS rules and regulations.

- Output 2: Enhanced national execution of CAFI supported activities and projects.

This output refers to the following needs :

- Capacity building for reducing the risks identified by the micro assessments to promote national implementation modalities as per UNOPS rules and regulations;
- Capacity building of few selected national entities to promote direct access to the CAFI trust fund.

Activity 2.1: Promotion of national implementation modalities with reduced level of risks to receive grants to implement activities under the Project



Partner countries ask for more ownership in the planification and implementation of budget and activities. Different fund management modalities can be used within the national implementation modality according to the level of risks identified under this Project.

- Conducting micro-assessment of national entities such as capacity assessments, HACT, PSEA assessment;
- Provision of capacity building support as defined and proposed by UNOPS to reduce the levels of risks identified by the micro-assessments and raise the delivery rate of funds transferred;

The results from the assessments conducted by UNOPS will determine if selected entities can receive grants under the project to implement activities. The process for selection of national entities to receive grants under the project is described in a later section. Selected entities will then be able to receive grants for the implementation of approved requests.

Activities 2.2: Support to the identification and capacity building of national entities to meet the requirements for direct access to the CAFI trust fund

As of now, CAFI funds have been executed through international organizations following the modalities underlined in CAFI ToRs and MOP and its legal framework. One request expressed by partners' governments is to enhance ownership through direct access of the trust fund.

To access CAFI funding, entities need to meet the following requirements: (i) an HACT assessment with a fiduciary <low risk> conclusion, (ii) a SES assessment concluding on low risk and (iii) a SEAH assessment with a minimum score of 6 over 8. The Technical Assistance Project could help the identification of such entities and build their capacities of entities in partners' countries to meet those requirements over time. The capacity building activities could involve the organization of workshops or training in relevant domains and/or the recruitment of consultants to provide ongoing support and advisory services to the national entity to optimize its execution of projects and improve in the domains identified in the assessments. These activities may be conducted either through direct implementation by UNOPS or through national implementation.

- Output 3: Lessons learned of the partnership are capitalized and disseminated.

This output refers to the analysis, capitalization and dissemination of lessons learned at the national, regional and international levels.

In addition to logistical support and technical assistance, UNOPS may also support the planning and organization of events at the national and regional level to increase coordination between various actors, share lessons learned, discuss key thematic issues and build a common community of practice across the region. The activities may range from the launch of studies, to the organization of workshops to conferences or high-level meetings based on the requests submitted by the governments. As discussed above, national implementation modalities may also apply to this output where funds would be disbursed directly to selected entities to organize these events once the fiduciary and capacity assessments have been concluded.

The events to be organized may be the following:



- National or regional workshops on technical areas related to the CAFI objectives
- National or regional conferences on lessons learned and experiences sharing.

Based on the requests received and the needs identified, the technical assistance and capacity building will also be provided through organizing events such as workshops, conferences or strategic meetings. The government reference person and relevant sectoral ministries involved in the organizations of these events will be responsible for preparing the terms of reference for the event, collecting the names of the participants, and establishing the budget for the events. The involvement of the government in the preparation of these events will be critical to the success of the events.

For regional events, CAFI secretariat could draft the ToR and share them with the national counterparts for endorsement.

Activity 3.1: Mobilization of Technical expertise and organization of workshops

Experts in relevant fields will be recruited to lead national or regional workshops and conferences with the objective of building capacity in some key technical domains and to reinforce coordination and collaboration within each country and across the region.

Activity 3.2: Communication on the results of the partnership with CAFI and on the reporting of progress and milestone achievement

The goal of this activity is to provide support to the Governments and national authorities to communicate on the objectives of the partnership with CAFI, progress made towards the achievement of the commitments under the Letter of Intent, and to share about the results of the CAFI projects. The project will also ensure proper visibility of the CAFI partnership (CAFI, donors, Governmental entities,). A Communication Officer will be recruited by UNOPS to collaborate with the CAFI countries and support them in the development of communication content. The Communication Officer will also provide capacity building support to the governments to develop the skills necessary to continue these tasks after the project ends.

e) Implementation processes and modalities

This section describes the specific activities UNOPS will be responsible for, either through national entities or direct implementation. It also describes various processes employed by UNOPS to provide the assistance and support under this Project.

1. Activities under UNOPS implementation

1.1. Procurement of Equipment

- procurement of IT and communication equipment
- procurement of vehicles for project supervision and other relevant equipment

The governments or national entities may need equipment and materials to reach some of their commitment and objectives, for instance to do the supervision and monitoring and evaluation of projects. Therefore, the requests may include the purchase of IT



equipment (computers, tablets, etc), vehicles and other equipment. Additional technical equipment may also be required for the monitoring and supervision in the field.

UNOPS will conduct procurement processes to purchase equipment and materials, based on their needs identified in the request by the governments and availability of funds. The procurement processes will be conducted following UNOPS rules, regulations, and procedures. UNOPS will rely on its Long Term Agreements (LTA) and its UnWebBuy platform⁵ to procure the goods and equipment in a more time-efficient manner. If no LTA is available for the requested equipment, UNOPS will then launch a competitive procurement process to source the goods and equipment.

Each entity will be responsible to provide the technical specifications for the procured goods in the request for technical assistance form. Procured goods under this Project will include, but will not be limited to, vehicles, IT and communication equipment. The roles and responsibilities of the Parties regarding procurement services under this Project, through direct implementation, will be divided as follows:

Activity		Governments	UNOPS
Technical Specifications	Providing the technical specifications and quantities for the goods and equipment to the procured	x	
	Reviewing technical specifications to ensure they meet requirements		X
Supplier Contracts	Solicitation, evaluation and management of supplier contracts		x
Delivery	Delivery of goods to their final destination	x	
Customs Clearance	Provide the originals of the shipping documents (BL/AWB, packing list, commercial invoice(s))		x
	Process and provide tax and customs exemption documents, if applicable	x	
	Conduct the custom clearance process	x	
Import Customs Clearance	Freight forwarder services		x
	Payment of fees related to the payment of customs clearance costs and provision of receipts, if applicable	x	

⁵ UNWebBuy (<https://unwebbuyplus.org>) is the UNOPS online catalog where goods can be directly purchased



Storage Costs	Payment of storage costs related to the delay of the customs clearance process, if applicable	x (Government is responsible if the delay is related to document processing and/or payment of customs taxes)	x (UNOPS is responsible if the delay is related to the provision of shipping documents)
Transportation	Transportation of equipment from the place of arrival to the final destination		x
Inspection & Reception	Inspection and reception of goods in place of arrival and/or final destination (where the inspection will happen can be determined on a case by case, provided that agreed by all Parties at the Project Steering Committee)	x	x
Defects & Notifications	Follow-up with the supplier in the event that certain equipment is defective, not conforming to specifications or damaged during transport		x

UNOPS is responsible for the goods from the moment of their purchase until their final reception in the country of final destination. Each government will be responsible for the import customs clearance process of goods, based on its exemption taxes documents, as well as shipping documents provided by UNOPS. UNOPS will not be responsible for storage costs and penalties due to late payment of customs charges and/or availability of exemption documents. The government will be responsible for the storage of the aforementioned goods once they have been delivered until they reach the final destination address. UNOPS responsibility will end at the port of entry of each country. The government will be responsible for the delivery of the materials to its final destination in the country.

1.2. Assistance provided for milestone implementation and capacity building through advisory services

The Project will also be able to provide advisory services in the form of technical experts and firms to assist the governments in specific tasks such as:

A. Providing advisory services in regarding

- legislation/policies matters, partnership contracts (MoU), letters of Intent, and legal frameworks in line with the CAFI objectives
- financial documentation (financial plans, budgets, etc) for project and programme implementation
- land use plans in few "communes"



- international best practices civil society safeguards, Social and environment safeguards, sexual harassment, project management
- the formalization of a national grievance mechanism for populations impacted by land use planning, protected area, and agricultural intensification programs
- Recruiting a firm or individual expert to conduct environmental impact assessments of investments in oil and mining sectors, and/or on the buffer zones of protected areas to support CAFE projects and programmes
- Recruiting a firm to support the creation and implementation of a national climate and conservation professional development program
- Recruiting a firm or IT experts to provide support to ensure that appropriate data base management, archives, and safeguards (firewalls) to secure national databases supported by CAFE programs
- Recruiting a firm to the organization of consultation missions led by Gov with several ministries in landscapes of interest for future investments
- Conducting feasibility studies and preparatory grants for new CAFE projects to be implemented
- Conducting an analysis of fuelwood and gas consumption and their supply chain for the cities of Brazzaville and Pointe Noire, identifying potential alternatives that can reduce the need for non-renewable fuelwood
- Conducting a study on foreign direct investment (FDI) (Forest, Mining, oil and agro-business) contributions to sustainable development, analysis of barriers & appropriate incentive mechanisms
- Conducting a study about domestic crops supply in basin for agro-industries

B. .Build the capacity of governments in:

- Strengthening the capacity of the FONAREDD Secretariat (for more autonomy and rigorous mechanisms) in technical support in finance, HR, programming and other relevant fields
- Organizing training and capacity transfer to government entities with mandate to implement projects but lacking technical competence to deliver quality products (e.g GIS training for land use planning, agriculture suitability analysis, protected area expansion and management, HCV forest zoning, and database creation, management, and statistical analysis required to FREL reports).
- Organizing training and capacity transfer to prepare access of selected government / national entities in accessing funds from CAFE trust fund (fiduciary management, socio environmental impact assessments, etc)
- Conducting capacity assessments, HACT, PSEA assessments and other relevant financial assessments to determine the level of risks and readiness of selected national entities to receive funding to implement activities
- Provide training and capacity building to selected nationality entities to improve their financial and fiduciary management and processes to be eligible for direct access to CAFE trust fund

Some of these milestones are mentioned in the Letters of Intent, or part of recommendations from internal reviews, others may be identified during the introductory phrase and/or may have already been brought up to CAFE Secretariat as



a need. In order to support the government in reaching these milestones and building their capacity, UNOPS will deploy technical experts (international or national) through a recruitment process and/or consultancy firms through a procurement process to work with the governments, their sectoral ministries and national entities to provide technical support and expertise and support the government in achieving these milestones.

Technical assistance and result-based capacity building

UNOPS will employ individuals or hire a firm based on the need identified, which may be in forest preservation, environment, biodiversity, IT, HR and finance, law and other related fields. These experts will be deployed to support the government, private sector and civil society towards achieving milestone implementation. For the recruitment processes, UNOPS will rely on its pool of retainers and UNDP pool of experts, conduct desk review to recruit and deploy the experts in a short timeframe. UNOPS may also rely on its LTAs with recruiting or consulting firms to contract rapidly and initiate the technical assistance activities.

The experts will also provide capacity building to key government actors, sectoral ministries. The capacity building will be targeted, result-focused and connected to the LOI outcomes. In the request, the countries will be responsible for specifying the needs, the type of technical assistance, the estimated duration of the assistance and any other relevant information.

If the request is approved, UNOPS will then initiate a recruitment process following its rules, regulations and processes or may use a consulting firm with which UNOPS has a Long Term Agreement with to facilitate the process and deploy the consultants within a short timeframe. UNOPS will also work with the government and the CAFI Secretariat when needed⁶ to validate the ToRs for the mission that will be in line with the request submitted. The expert will then be deployed to do the assigned work.

At the end of the mission, the expert(s)/firms recruited will write a report to describe the technical assistance provided and detail the deliverables accomplished. If the deliverables established in the request and ToRs from were not met, the report will lay out the reasons why. The government or beneficiary entity will then review the report and provide a few paragraphs on their assessment and results achieved or remaining to be achieved through this consultancy. Following the result-based model, the concrete results achieved from the technical assistance received will also determine the likelihood of receiving additional technical assistance and vice versa.

Under this activity, UNOPS will be responsible for providing advice, capacity building and support to the governments in the fields identified above but UNOPS will not be held responsible for the achievement of milestone, or making any other concrete policy or action resulting from the technical assistance received. The governments will be responsible to take the advice and expertise received and apply it, as they deem appropriate, to reach the milestone results mentioned in the LOI, NIF or their programmatic frameworks. UNOPS shall

⁶All activities linked to the policy dialogue, requiring technical expertise will need the review of ToR by the CAFI sec.



not be liable to CAFI, or any of its donors, to the governments or other third party for any loss, cost, damage or liability that the governments shall incur as a result of the technical assistance activities provided by UNOPS, unless resulting from the gross negligence or wilful misconduct of UNOPS.

The decision between direct implementation by UNOPS and national implementation will be discussed and agreed upon in the COPIL, during the establishment of the annual work plans.

The roles and responsibilities, under direct implementation, for this Output 2 are described below:

Activity	CAFI	Governments	UNOPS
Identification of the need	x	x	
			x
Recruitment and Selection	x		x
			x
Facilitation of the technical assistance activities		x	
		x	
Technical assistance activities			x
			x
Quality Management			x



	according to the tasks set out in the order of Mission	
Reporting	Comment and review the report written by the consultant to be submitted to CAFI highlighting the steps taken towards milestone implementation as a result of the technical assistance received	x

1.3. National and Regional Coordination reinforced

- Organization of regional and national conferences
- Organization of workshops/consultations meetings

In addition to logistical support and technical assistance, UNOPS may also support the planning and organization of events at the national and regional level to increase coordination between various actors, share lessons learned, discuss key thematic issues and build a common community of practice across the country, region. The activities may range from workshops to conferences or high-level meetings and/or consultations based on the needs identified and requests submitted by the governments. UNOPS will work with each government to prepare and plan these events and ensure that proper communication, description of roles and responsibilities are determined for the events to be successful. CAFI will also be consulted in the process and a key player in the organization of the national and regional events.

The events to be organized may be the following:

- National or regional workshops on technical proficiency topics related to the CAFI objectives
- National or regional conferences on lessons learned and shared experiences
- Consultation meetings/missions as part of a preparatory grant

Based on the requests received and the needs identified, the technical assistance and capacity building will also be provided through organizing events such as workshops, conferences or strategic meetings. Upon request approval, UNOPS will contract a firm through a competitive procurement process or through an active LTA for the organization of the events (conferences, workshops) and coordinate with relevant expert consultants who may need to intervene and participate in the events. The government reference person and relevant sectoral ministries involved in the organizations of these events will be responsible for preparing the terms of reference for the event, collecting the names of the participants, and establishing the budget for the events. The involvement of the government in the preparation of these events will be critical to the success of the events.

The activities under this category will also include the payment of travel, DSA and per diem for government officials and other participants. The payments will be made upon receipts and requests submitted by the government focal point. It is understood by all parties that UNOPS' role with respect to the payment of travel, DSA and per diem is that of a pay-agent and shall only be responsible to transfer the funds to the individuals, or



otherwise carry any liability, for the performance of the individuals or any of the other parties including but not limited to the use of the funds.

Below are the roles and responsibilities for these activities:

Activity		Governments	UNOPS
Identification of the need	Providing the details for the event to be organized ⁷	x	x
Finalization of the request	Planning, budgeting the organization of the event	x	x
	Providing the list of participants for the event	x	
Contractualisation	Contractualisation of the firm to organize the event		x
Planning the conference	Planning and organization leading up to the event	x	x
	Providing the necessary information required in the planning	x	
During the Conference	Payment of DSA, travel and per diem for event participants upon request received		x
Post event reporting	Recruitment of expert providing a report to UNOPS after the workshop		x
	Compiling a report to CAFI outlining the outcomes and results from the event with regards to capacity building and milestone implementation	x	

2. Engagement and selection of national entities

Under the implementation of this project, national, private sector or civil society entities from the 6 countries may qualify to receive funds to implement some of the activities directly to implement activities presented in the request. The decision between direct implementation by UNOPS and national implementation will be discussed and agreed upon in the COPIL and during the process of request approval. It can apply to any of the previous categories of activities mentioned (i.e., procurement of equipment, recruitment of consultants for advisory services and organization of workshops and conferences).

⁷ The government would need to specify the number of attendees, number of days of the conference, location and any other needs related to the organization of the conference (printing, equipment) at least one month in advance. The request form for this type of support would also specify this information.



For the selection of the entities, UNOPS will follow an ad-hoc selection process using a tailored selection methodology. The methodology will involve the following steps:

- The CAFI Secretariat and the CAFI focal point in each country will submit to UNOPS names of potential entities that could qualify for national implementation. They may be entities that have already been implementing partners in recent CAFI projects, and some of these entities may already have a valid and acceptable HACT evaluation done. CAFI will provide UNOPS with relevant information and background of previous collaboration and partnership with the suggested entity.
- If an entity has a valid HACT assessment conducted less than 5 years ago by another UN Agency, and with an acceptable score, UNOPS will not need to conduct another capacity assessment and will be able to engage with the entity following UNOPS grant support principles related to selecting entities in line with ad-hoc exception grounds and reviewing/evaluating respective proposals.
- For the other entities who cannot evidence a valid and acceptable HACT assessment, a standard capacity assessment process will be conducted by UNOPS to determine the suggested entity's capacities in order to receive the grant funds under the project. In order to do so, UNOPS will conduct a capacity assessment or HACT evaluation, including Prevention of Sexual Exploitation and Abuse assessments (PSEA). These assessments will determine if the entity can be eligible to receive grant funds to implement activities under the project; typically entities assessed with a low or medium risk with no red flags identified. Under this ad-hoc selection methodology, the right to approve or reject a recommended entity shall remain with UNOPS.

Once the eligibility has been confirmed, these qualified entities will submit a request/proposal through the respective CAFI Focal point in their country including them as the implementing entity under national implementation modality. The proposal will need to be reviewed and approved with the budget allocation, in line with the decision from the COPIL and semi-annual workplan and upon availability of funds. If all these conditions are met, UNOPS will sign a Project Cooperation Agreement (PCA) for central-level government entities or Grant Support Agreement (GSA) for other entities (grantees as per standard definition), for the implementation of the activities with details about the responsibilities of the entity and the scope of the activities. UNOPS will undertake the programmatic and financial monitoring of activities which may include following risk mitigation measures depending on the risk rating under the capacity assessment (depending the risk level and grant amounts, the frequency of the monitoring may differ):

- conducting field visits
- spotchecks
- audits
- programmatic monitoring

UNOPS will report to CAFI on the delivery of the activities implemented by the grantees and the use of the funds.



The following matrix describes the roles and responsibilities of parties for the management of these grants:

Grant Management		CAFI	Governments	UNOPS
Ad-hoc Selection Process with tailored methodology	CAFI Secretariat and CAFI country focal points submit potential entities for national implementation	x	x	
	UNOPS conducts capacity assessment and/or HACT evaluation + PSEA assessment to determine the capacity of national entities			x
	UNOPS may select the suitable entities with acceptable score (medium or low risk) based on exception grounds/proposal.			x
Signature of a PCA/GSA	Once project activities have been approved by the COPIL, the eligible and selected entities will sign a PCA or GSA with UNOPS for the implementation of established activities under the project.		x	x
Disbursement of funds to the grantees	UNOPS will disburse the funds to the entities for the implementation of the activities in line with agreements.			x
Monitoring of grantees activities	Monitoring of activities of the entities to be carried out by UNOPS to follow up on the implementation of activities			x
Financial monitoring (Spotchecks, Audits)	UNOPS may conduct spot checks, audits to follow up on the use of the funds by the entities			x
Reporting	The entities will report back to UNOPS on the project deliverables and the use of the funds and UNOPS will provide reporting to CAFI		x	x

Project exclusions

The scope and design of this Project will exclude the following activities and services:



- Infrastructure-related activities

This project is not designed, at this stage, to support the implementation of activities that would include infrastructure works. If specific requests include infrastructure components and needs are expressed to include infrastructure activities under this project, an addendum to the PRODOC will be developed to expand the project scope and make the necessary adjustments in the budget and PRODOC, subject to UNOPS rules and procedures.

- Adoption and passing of legislation

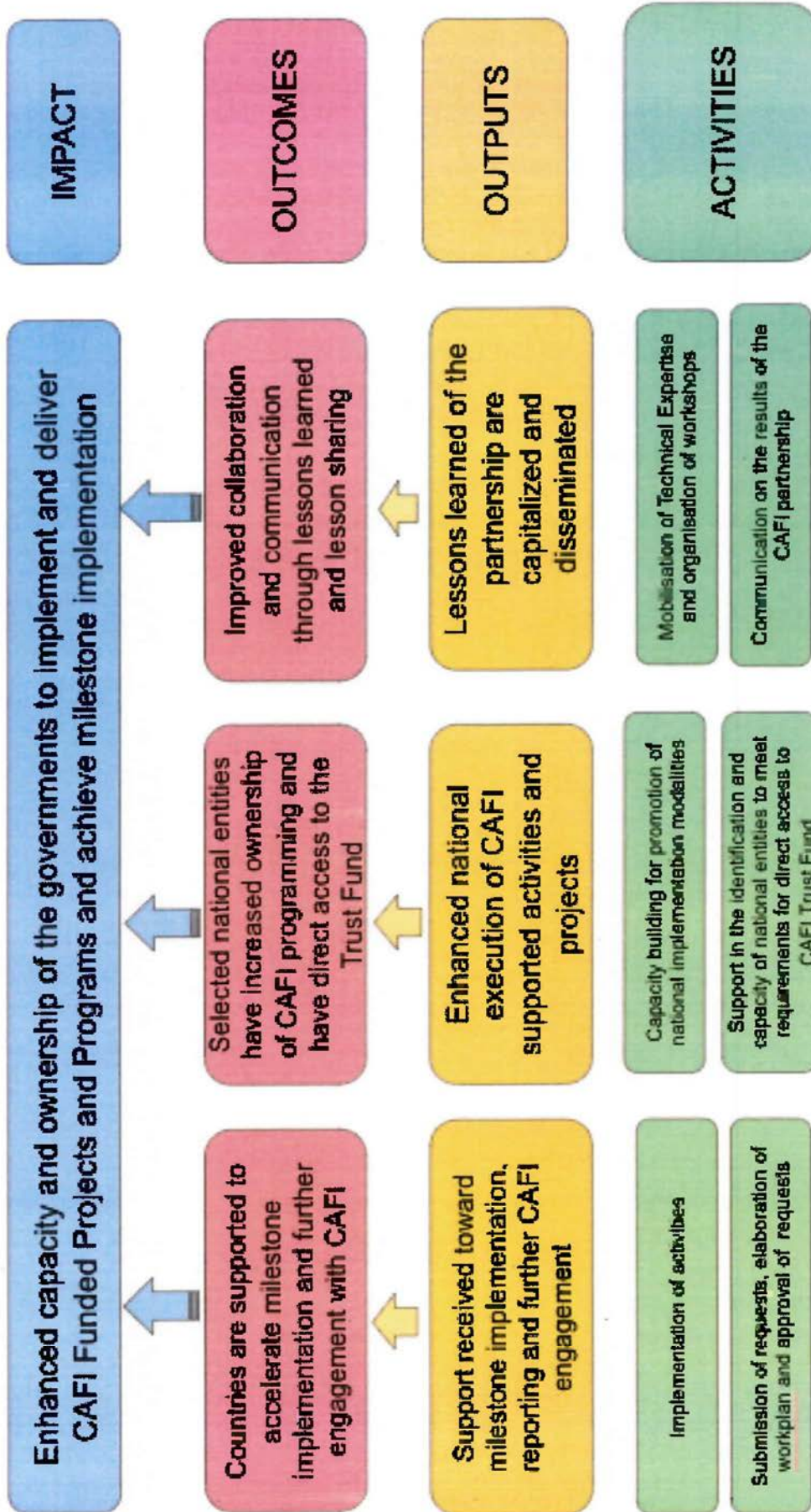
Under the Project, UNOPS will operate the Technical Assistance Facility to provide technical and support to the CAFI countries. When a request for assistance will include support in developing and passing new legislation, UNOPS role, through the consultants or firms recruited, will be limited to organizing consultation sessions with relevant government representatives to discuss this new legislation, and obtaining feedback from the government representatives on the new legislation. The process of drafting, adopting and ratifying a legislation will be outside of UNOPS responsibility and outside of the scope of the Project, as it is an inherent process to each government.

f) Theory of Change Diagram

- Schematic presentation of the Theory of Change

This project aligns with the CAFI Theory of Change and more particularly the governance pillar which aims to “improve fiscal policies, transparency and intersectoral coordination”. The Project will also aim to attain the other pillars objectives through supporting reforms and policies in forestry, land use and planning, biodiversity, in agriculture, etc.

The Theory of Change diagram for this project is as follows:





g) National ownership and sustainability of the project

The purpose of this Project is to provide technical assistance to the governments of 6 Central African countries to support them in reaching milestone implementation and provide capacity building so that they can achieve the CAFI outcomes and set up necessary mechanisms and systems to receive, manage and implement CAFI projects. This technical assistance project is aiming at building national capacity and ownership so that each government can acquire the necessary tools, mechanisms and legislative frameworks to reach their milestone.

In terms of sustainability, the technical assistance intervention will be targeting specific needs and skills for each government to develop in order to manage CAFI funds and CAFI projects more independently. This includes capacity building and accompaniment so that selected entities can build the necessary skills and capacity to be eligible for direct access to the CAFI trust fund.

4) Results Framework and contribution to LOI milestones

a) Results framework



Table XX: Results Framework

Indicators ⁸	Reference situation, specifying the year and the source of the data	Mid-term target (or end of phase of a project funded in tranches)	Target at the end of the project	Means of verification	Frequency of information on the indicator	Follow-up requires an additional budget (Y/N)	Assumptions and risks	Links to		
								Letter of Intent	CAFI Results Framework	NIF Results Framework ¹⁰
IMPACTS										
nb of LOI milestones met by CAFI countries as a result of the support (direct or indirect) received from the project	0 LOI milestones met by CAFI countries as a result of the support (direct or indirect) received from the project	2 LOI milestones met by CAFI countries as a result of the support (direct or indirect) received from the project	4 LOI milestones met by CAFI countries as a result of the support (direct or indirect) received from the project	project reports, annual reviews, Coordination meeting, reviews, milestone targets	Quarterly, semi-annually, annually		A responsibility lies with the respective governments to capitalize on the assistance received and achieve greater progress towards their milestones implementation.			
nb national entities able to implement activities through NIM or supported towards direct access	0 national entities able to implement activities through NIM or supported towards direct	2 national entities able to implement activities through NIM or supported towards direct	3 national entities able to implement activities through NIM or supported towards	project reports, annual reviews, Coordination meeting, milestone targets	Quarterly, semi-annually, annually		In order to build capacity for increased ownership and involvement of the national entities within CAFI programming, there needs to be ongoing and strong implication of government entities during the implementation of this project			

⁸ Where relevant, indicators should be disaggregated by gender and Indigenous peoples.

⁹ For example: surveys/questionnaires, government data and records, focus groups, field observations, operator activity reports, document review, GIS data, interviews, other.

¹⁰ National REDD+ Investment Framework (or National REDD+ Investment Plan)



	access	access	direct access							
CAFI OUTCOME 7										
Better inter-ministerial coordination and governance resulting in a permitting, enforcement and fiscal regime of economic activities that do not push economic actors to forest conversion and illegal activities; and a business climate favourable to forest-friendly investments.										
Output 1:										
Support received toward the acceleration of milestone implementation, reporting and further CAFI engagement										
nb requests submitted, workplan elaborated nb requests approved	0 requests submitted 0 workplan elaborated and 0 request approved	5 requests submitted 2 workplans elaborated, 5 requests approved	20 requests submitted, 6 workplan elaborated, 15 requests approved	COPIL meeting reports, UNOPS reports, workplans	Quarterly, semi-annually, annually	For requests to be approved, they will need to follow the process map presented in the PRODOC, be submitted by the CAFI focal points and signed off by CAFI. The requests will also be addressed upon availability of funds and based on the semi-annual work plan. Note: the number of requests approved may need to be adjusted based on the request amounts and the availability of funds				
nb of activities implemented by type (TA, logistic support, events)	0 technical assistance activities, 0	x technical assistance activities, x procurement	x technical assistance activities, x	COPIL meeting reports, UNOPS reports,	Quarterly, semi-annually, annually	The exact number and details of activities is not yet known as requests have not yet been submitted. As of now, provisions have been set up for each type of				



	procurement activities and workshops/events conducted	activities and workshops/events conducted	procurement activities and workshops/events conducted	workplans				activity to be implemented. Based on the actual requests, the provision per activities may need to be reviewed or revised.
Output 2:								
Enhanced national execution of CAFI supported activities and projects								
nb national entities identified	0 national entities identified for NIM	4 national entities identified	8 national entities identified for NIM	Nb of requested implemented through NIM HACT evaluations	Quarterly, Annually,			For National entities to qualify for national implementation, a number of capacity assessments, evaluations (HACT, etc) will need to be performed and show no high risk or red flag identified. Target numbers may need to be revised once the number of tentative entities is known
nb HACT assessments conducted	0 HACT, 0 entity receiving grants	3 HACT assessments conducted	HACT assessments					
nb entity receiving grants	0 HACT, 0 entity receiving grants	1 entity receiving grants	3 entities receiving grants					
nb national entities identified	0 HACT conducted	4 HACT conducted	6 HACT conducted	HACT evaluations, reports, audits	Quarterly, Annually,			UNOPS will work with the CAFI Secretariat on obtaining the names of national entities to conduct HACT assessments and other capacity building activities. Target numbers may need to be revised once the number of tentative entities is known
nb pre accreditation assessments conducted	0 training/capacity building activities organized	2 training/capacity building activities organized	4 training/capacity building activities organized					
nb entity reinforced based on assessment results	0 training/capacity building activities organized	1 meeting criteria of eligibility for direct access	2 entity meeting criteria of eligibility for direct access					
nb entity deemed eligible	0 training/capacity building activities organized	1 meeting criteria of eligibility for direct access	2 entity meeting criteria of eligibility for direct access					
Output 3:								



Lessons learned of the partnership are capitalized and disseminated						
nb of workshop-conferences supported to communicate on lessons learned	0 workshop s/conferences/ high level meeting organized	2 workshops /conferences/ high level meeting organized	4 workshop s/conferences/ high level meeting organized	UNOPS reports,	Quarterly, Annually,	Conferences, workshops and communication about CAFI programming will lead to enhanced capacity building, improved programming and coordination
nb of communication support produced/ disseminated nb of consultant recruited	0 communication consultant recruited, communication disseminated	1 communication consultant recruited 5 communication disseminated	1 communication consultant recruited 10 communication disseminated	UNOPS reports,	Quarterly, Annually,	The communication consultant will work and accompany the countries in preparing and developing communication documents (social media, case studies, webpage, etc) about the results of CAFI partnership. The communication will be reviewed by CAFI prior to being disseminated

Note: Given the specific nature of this project to provide targeted assistance and support to CFI countries, the targets presented in this framework may need to be adjusted based on the requests and needs that will be implemented under the project. Any adjustment will need to be presented and reviewed by the COPIL.



b) Letter of Intent Milestones Contribution

This will be determined on a case by case basis according to assessment made bi-annually in each partners country

Milestone No.	Milestone title	Describe how the project will contribute to the achievement of the milestone	Estimated time to reach (and/or contribute to) the milestone

5) Consistency and synergies with existing projects

CAFI funds a series of projects in the partners' countries. This project will ensure close collaboration with other projects funded by the CAFI trust fund, especially the ones which support the "coordination mechanisms" and designated CAFI focal points, and the projects which support the policies and measures towards the achievement of milestones.

Country	CAFI Project	Description Link	Implementing Organisation	Amount of funding (in million USD)	National Lead	Project Focal Point
DRC	PIREDD Mongala	https://www.cafi.org/countries/democratic-republic-congo/piredd-mongala-province	ENABEL	12	Ministry of the Environment and Sustainable Development.	astrid.ntanga@fonaredd-rdc.org
	PIREDD Kwilu	https://www.cafi.org/countries/democratic-republic-congo/multisectoral-programme-kwilu-province	JICA	4	Provincial Ministry of Environment and Sustainable Development and Provincial Ministry of Agriculture	samson.kamunga@fonaredd-rdc.org
	PIREDD Equateur	https://www.cafi.org/countries/democratic-republic-congo/rural-development-equateur-province	FAO with WWF	10	Ministry of the Environment and Sustainable Development and Ministry of Agriculture, Livestocks and Fisheries	fabrice.nikuna@fonaredd-rdc.org
	PIREDD Maniema	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/multisectoral-programme-maniema-province	GIZ	30	Ministry of the Environment and Sustainable Development	didier.mboma@fonaredd-rdc.org
	PIREDD Orientale	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/piredd-tshopo-ituri-and-bas-uele-provinces	PNUD	33	Ministry of Land Management, Ministry of the Environment and Sustainable Development, Ministry of Agriculture	fabrice.nikuna@fonaredd-rdc.org
	PIREDD Mai-Ndombe	https://www.cafi.org/countries/democratic-republic-congo/piredd-mai-ndombe-province	Banque Mondiale	30	Ministry of the Environment and Sustainable Development	didier.mboma@fonaredd-rdc.org
	Sustainable Forest Management (PGDF)	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/sustainable-management-forests	AFD	12	Ministry of the Environment and Sustainable Development	fabrice.nikuna@fonaredd-rdc.org



	Sustainable development of savannahs and degraded forests	https://www.cafi.org/countries/democratic-republic-congo/savannahs-and-degraded-forests	AFD	15	Ministry of Agriculture, Livestocks and Fisheries	fabrice.nikuna@fonaredd-rdc.org
	PROMIS	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/scaling-family-planning	UNOPS et UNFPA	33	Ministry of Health, Ministry of Gender, Family and Children, Ministry of Planning, Ministry of Budget, Ministry of Environment, and Ministry of Education	samson.kamunga@fonaredd-rdc.org
	PIREDD Sud-Ubangi	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/piredd-sud-ubangui-province	World Bank, ENABEL	7	Ministry of Agriculture, Ministry of Rural Development, Ministry of Environment and Sustainable Development	astrid.ntanga@fonaredd-rdc.org
	FONAREDD Secretariat		UNDP	15.9		dolly.kenga@fonaredd-rdc.org
	Energy	https://www.cafi.org/countries/democratic-republic-congo/sustainable-wood-energy	UNDP, UNCDF	15	Ministry of Energy and Water Resources (institutional supervision), Ministry of Economy and Finance, Ministry of Environment and Sustainable Development, Ministry of Hydrocarbons	samson.kamunga@fonaredd-rdc.org
	Land tenure reform	https://www.cafi.org/countries/democratic-republic-congo/drc-land-tenure-reform	UN-Habitat	7	Ministry of Land Affairs, National Commission for the Land Reform	didier.mboma@fonaredd-rdc.org
	Land use planning reform	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/drc-land-use-planning-reform	UNDP	8	Ministry of Land Use Planning and Urban Renovation	
	Support to Indigenous Peoples	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/support-indigenous-peoples	World Bank	2	Ministry of Environment and Sustainable Development, Ministry of Land Affairs, Ministry of Social Affairs and Ministry of Agriculture.	astrid.ntanga@fonaredd-rdc.org
	Support to civil society	https://www.cafi.org/fr/pays-partenaires/democratic-republic-congo/drc-support-civil-society	UNDP	3.3	National Coordination of the GTCR-R	astrid.ntanga@fonaredd-rdc.org
	Support to NDC (not through FONAREDD)		UNDP	0.5		
Gabon	National Land Use Planning and Forest Monitoring (PNAT) CAFI 1	https://cafi.org/countries/gabon/national-land-use-planning-and-forest-monitoring	AFD	18.4	Ministry in charge of the Economy (Project Manager), National Climate Council (CNC), Sustainable Development Authority (ADD), Gabonese Agency for Space Studies and Observation (AGEOS), National Agency for National Parks (ANPN)	sennequerm@afd.fr
	Forest Certification Programme CAFI 2 and 3	https://cafi.org/countries/gabon/gabon-forest-certification-programme	TNC	7	Ministry of Water and Forests, Sea and Environment; National Climate Council; National Agency for National Parks; Agency for the implementation of activities in the forestry-wood sector; Gabonese Agency for Standardisation.	carol.mungai@tnc.org
	Forest Ecosystem Research and Monitoring Program	reinforce the National Monitoring System of Forest and Natural Resources (SNORF) to improve knowledge and understanding of forest ecosystem dynamics and trends in response to climate change, enhance ecological monitoring and support long-term ecological research and monitoring (LTERM) sites, and build climate change	TNC	2.4	Ministry of Forest, Seas, Environment and Climate Change (MFME), National Climate Council (CNC), National Parks Agency (ANPN)	carol.mungai@tnc.org



	capacity through rigorous graduate training.				
CAFI 2 - Expansion of Protected Areas and Optimization of Land Use for Food Crops	https://cafi.org/countries/gabon/protected-area-expansion-and-land-use-optimization-food-crop-production-gabon	PNUD	5	Ministry of Waters and Forests, Sea, Environment ; Ministry of Agriculture, Livestock, Fisheries and Food Security	francis.james@undp.org
CAFI 3 - Providing Education and Access Opportunities of Urban Populations to Forested Gardens and City Parks - Urban Greening	Provide education and access opportunities of Urban Populations to Forested Gardens and City Parks.	UNDP and UNESCO	1.82		francis.james@undp.org e.volibi@unesco.org
CAFI 3 - Safeguarding and expanding Gabon's Protected areas network	Conserve and enhance the potential for carbon sequestration in forests by protecting important HCV and HCS forests from encroachment	PNUD	9		francis.james@undp.org
Strengthening institutions for coordination and implementation of climate programmes and policies	Reduce emissions from the forestry sector by setting up a fully operational National System for the Observation of Natural Resources and Forests (SNORNF) and a standardized monitoring framework and support for research sites and long-term ecological monitoring (LTERM)	PNUD	1.4	Ministry of Waters and Forests, Sea, Environment	francis.james@undp.org
Reducing Emissions Through Improved Forestry Management	Reduced GHG emissions and increased biomass sequestration from the forest sector through: 1) the development and implementation of a national forest certification and Community Forestry program and the implementation of sustainable management plans for logging concessions. 2) the fight against illegal logging and non-compliance with national forest laws through the creation and deployment of an elite Forest Law Enforcement Unit within the Ministry of Forestry, Sea and Environment	TNC	2.9		carol.mungai@tnc.org
Coordination project	Support a leadership, coordination, and monitoring, that increase mobilisation and alignment of interventions and funding on the objectives of the letter of Intent	RCO/ UNDP	1.45		chris.mburu@un.org

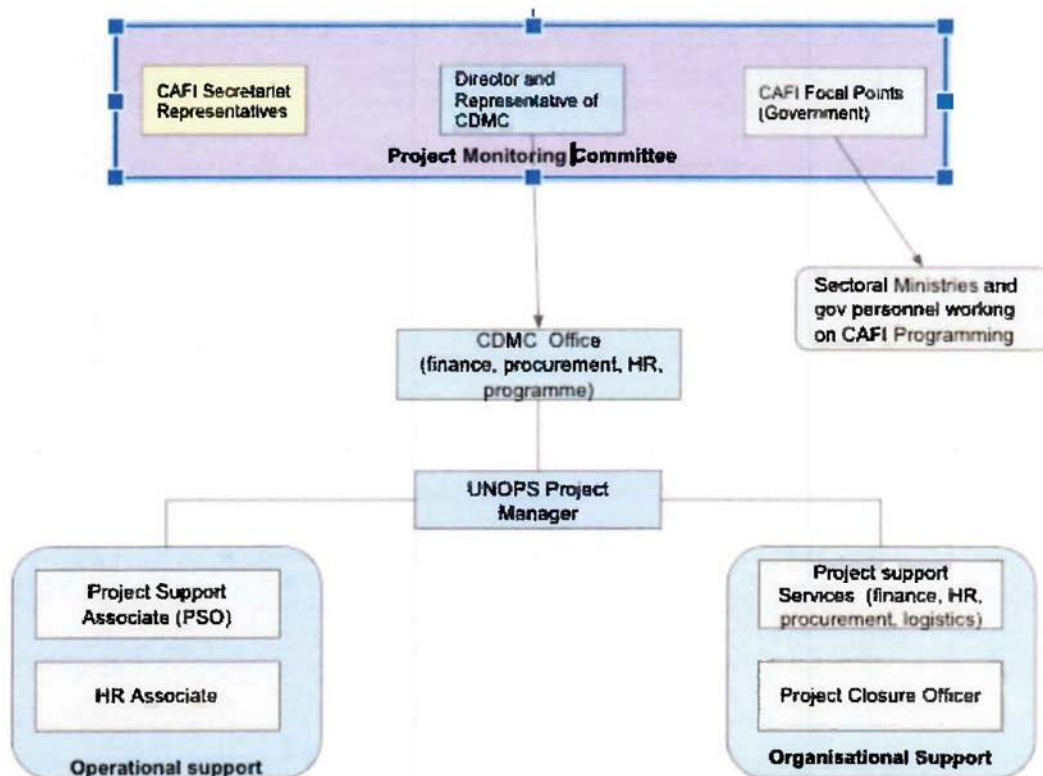


Rep of Congo	Wood Energy Plantations (PROREP)	Strengthen the country's potential in sustainable wood energy for the Brazzaville consumption basin and Establish 2700 fast start wood energy plantations with subsistence agriculture	FAO/GRET	7		Yannick.Rasoarimana@fao.org
	MRV – forest cover	https://www.cafi.org/programmes/operationalizing-national-mrv-system-republic-congo	FAO	2	Ministry of Forest Economy and the Ministry of Environment, Sustainable Development and the Congo Basin	Yannick.Rasoarimana@fao.org
	Land Use planning governance	Support the Republic of Congo in the implementation of a town and country planning process and rural land use at the national level	AFD	18.4		casciolim@afd.fr
CAR	Support to policy dialogue and feasibility studies	https://cafi.org/countries/central-african-republic/preparatory-grant-policy-dialogue-and-pre-feasibility-central-african-republic	AFD	0.7	Ministry for Environment and Sustainable Development	lebaramopa@afd.fr ducastel@afd.fr
Regional	Assessment of deforestation and forest degradation and related direct drivers using SEPAL	https://www.cafi.org/node/409	FAO	1.2		Remi.Dannunzio@fao.org Aurelie.Shapiro@fao.org
	CPIC Conservation Finance Initiative - scaling up and demonstrating the value of blended finance in conservation (Nature+ Accelerator Fund)	Unlock greater volumes of private finance for conservation investments.	IUCN	7.5		Shizuka.Onishi@iucn.org
	Feasibility studies on innovative agriculture	Develop feasibility studies on innovative agriculture approaches.	Farm Africa One Acre Fund	0.43 0.5		petronellah@farm-africa.org sarah.lahaye@one-acre-fund.org
	&Green Fund - Scaling-up commercial investment in deforestation-free Central African commodity supply chains		UNCDF	53		pierre.bardoux@uncdf.org
	CAFI Secretariat		UNDP	48.6		

6) Project governance



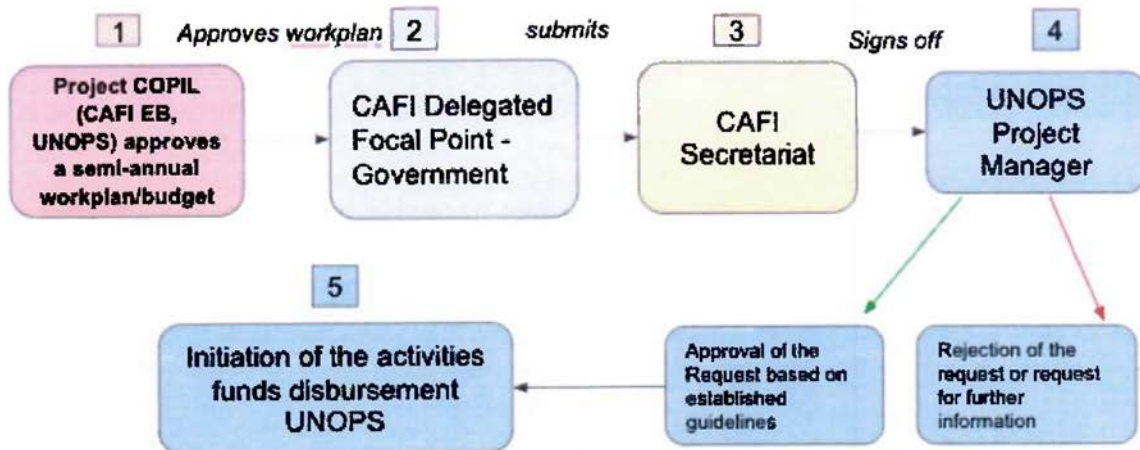
A Project Monitoring Committee will be established as per UNOPS rules and regulations for the management of the project. This committee will be the forum where all the Parties and stakeholders, including the beneficiaries (the Governments) will meet to discuss the project progress and consult and seek a position on matters brought to their attention. The Committee will focus on project implementation, discuss project progress, maintaining communication between all parties, building relations with the Governments, as needed and for the overall performance management of the Project. Representatives from UNOPS (the implementer), CAFI EB (the donor) and the governments (Beneficiaries) will be members of the committee. Each Party will appoint a delegated representative to the Project Committee. The diagram below provides a visual of the governance structure for the project. The Project monitoring Committee will typically meet on a quarterly basis. To facilitate discussions and effectiveness, the committee monitoring meetings organized will be country-specific and will focus on discussions around on-going and approved requests.



a) Governance bodies

Mechanism for the approval of requests

The process map below will detail the steps and processes for the requests to be submitted and approved.



PROCESS MAP FOR TECHNICAL AND LOGISTICAL ASSISTANCE REQUESTS

Stage 1:

At least twice a year, the Committee will organize Steering Committee meetings (COPIL) attended by Representatives from the CAFI Executive Board including CAFI donors and UNOPS. For these meetings, the government representatives will not be convened. These by-annual meetings will be organized to establish a work plan for the coming 6 months. The board will review the needs of each country and allocate a budget to specific already known technical, logistic and coordination assistance requests based on the needs expressed in coordination meetings, the progress of each country with regards to their LOI and upon availability of funds. The Project board will also allocate some additional funds in each of the categories above mentioned for other needs that may arise during the next 6 months period. The Budget will also provide an allocation per country based on the percentage of funds channeled through the country, and how advanced they are with regards to reaching their milestones. These semi-annual work plans will become the guiding roadmap for the UNOPS Project team.

The COPIL may also organize ad-hoc meetings if urgent requests are presented that were not planned in the initial work plan. The meetings should take place within two weeks after the request has been submitted .

Stage 2:

As per the Process Map above, requests for technical, logistical and coordination assistance may originate from any members from the sectoral ministries, involved in CAFI projects or programming but will be identified, endorsed, prepared and submitted by the CAFI focal point from each country appointed by the Focal Minister/Governmental entity. The list of



the focal points per country will be as followed as per the date of the project approval by the Board. Any change of focal points will be communicated by formal letter to UNOPS by the Governmental entity (Minister and/or Prime Minister) designated as lead of the CAFI partnership, copying the Head of CAFI EB, the Head of CAFI secretariat. The seventh focal point will be a designated person from the CAFI Secretariat; it has been included in the list as some requests may be regional, covering multiple countries. In that case, the CAFI Secretariat will prepare and submit the request on behalf of the governments.

Country	Name of the Focal Point	Title	Email
Cameroon	Ernest NNANGA (Primary FOCAL Point)	MINEPAT, Chef de Division de la Prospective et de la Planification	ernnanga@yahoo.fr
	Saidou Hamadou	MINEPAT, Chef de cellules de la prospective économique	saidoutheo@yahoo.fr
Central African Republic	Igor Gildas Tola Kogadou	Coordonateur National REDD+ Ministère de l'Environnement et du Développement Durable (MEDD)	gildastolakogadou@yahoo.fr
DRC	N'sa Mputu Élima Bavon (Primary FOCAL Point)	FONAREDD, Coordonateur National	bavon.nsamputu@fonaredd-rdc.org
	Faustin Boyemba	FONAREDD, Coordonateur National Adjoint	faustin.boyemba@fonaredd-rdc.org
Gabon	Linsey Simone Embinga	Coordinatrice de l'Unité de Gestion du Programme CAFI-GABON	lsembinga@gmail.com
Equatorial Guinea	To be added later ¹¹		
Rep of the Congo	Jean de Dieu Nzila	Secrétaire Permanent de la Coordination du partenariat avec l'Initiative pour la Forêt de l'Afrique Centrale (CAFI) en République du Congo	jeandedieu.nzila@umng.cg
Regional*	to be designated by the Head of the CAFI Secretariat	CAFI Secretariat	secretariatcafi@gmail.com

*Note: In some instances, the requests for technical assistance have already been presented by the Country focal point to CAFI, either because the request occurred prior to the finalization of the Technical Facility Project or because the request came through another

¹¹ CAFI Secretariat will provide the contact information once available during the following COPIL meeting



forum under the CAFI structure (annual review recommendations, coordination events, etc). In those cases, the request for assistance may come from the CAFI Secretariat, on behalf of the government. As part of the request documentation, the CAFI Secretariat will include the relevant documentation/official exchanges from the CAFI focal point government stating and confirming the need for the request.

Stage 3:

The request prepared by the CAFI focal point will then be officially sent to CAFI Secretariat for quality control. The request shall follow the template established under the Project (Annex I) and provide enough necessary information for CAFI Secretariat to determine whether or not it is in line with the approved work plans, the LOIs and general CAFI objectives and ensure that these activities are not already covered by an existing project. If everything is in line, CAFI Secretariat will sign-off the request form and will send it to UNOPS.

Stage 4:

UNOPS will then review the requests and assess the following:

- If the request is in line with UNOPS operations procedures and line with the categories of activities mentioned above
- If the request has already been approved by the COPIL as part of the semi-annual work plan
- If the request is for an activity that has not been specified in the workplan, the government and CAFI Secretariat can confirm:
 1. which LOI milestone it implements or which government entity's accreditation it can support
 2. that there is no current project already supporting the implementation of that milestone
 3. that there is a project supporting this milestone but it has not yet been approved and there is an urgent need for this activity in order to reach the milestone (i.e. milestone deadline is prior to project delivery)
 4. that there is a project approved for this milestone but the project is currently facing difficulties (project was suspended, unsuccessful contracting, etc)
 5. that the annual partnership review requested CAFI to provide this support (decision at a Minister, Ambassador, RC level) or other such as a recommendation from an independent evaluation presented to the partnership coordination mechanisms, etc.
- If there are funds available in the budget allocated for this period for this activity

If the request meets the above mentioned criteria, UNOPS will then approve the request, instruct the release of the funds and launch the processes for the realization of the activity.

Stage 5:



UNOPS will inform the CAFI appointed focal point at the country level and will start discussions with the relevant sectoral ministries to obtain all the necessary information to proceed with the request. It may involve obtaining technical specifications for the procurement of equipment/materials, information about the time of technical assistance required in order to prepare a Terms of Reference for an expert and information and detail to organize an event such as conference or workshop. The request form will also specify the roles and responsibilities of the government for each request and the deliverables for each request. Once the necessary information has been obtained by the government, UNOPS will launch the activity processes (procurement processes, recruitment, contacting a firm, etc).

Under the national implementation modality, UNOPS will review and analyze the budget presented in the request and may adjust, based on the amounts based on UNOPS estimations and/or feedback from CAFI. Once the request has been approved, UNOPS will sign a PCA or GSA with the selected entities in order to disburse the funds.

Under this project, each CAFI appointed focal Minister will appoint a local reference person to coordinate the realization of the requests with UNOPS. This person will be appointed at the initiation of the project and will be ideally a Government representative working in the procurement unit under the CAFI coordination or in one of the CAFI Project. This reference person will be responsible to collect the necessary information to conduct the activities under the approved request (i.e. finalizing the Terms of Reference for consultancies, events to be organized, providing the technical specifications for equipment to be procured, etc) and will be the liaison between UNOPS and the relevant sectoral Ministry,.

If the request is rejected, UNOPS and CAFI will provide some explanation (i.e. no availability of funds for this period, request does not meet the established criteria, etc) and the information will be relayed back to the Government Ministries for future references.

Timeframe:

UNOPS will notify the governments through the CAFI focal point twice a year to submit requests for technical assistance, based on the approved budgets endorsed by the COPIL. However, if an urgent request arises, governments will be able to submit them outside of the submission window. They will need, however, to provide an explanation for the urgency of the request.

b) Project management

For the implementation of this project, UNOPS will recruit the following team:

- **Project Manager**

The Project Manager will be responsible for the overall implementation of the Technical Assistance Project. He/she will plan, organize, coordinate and control all project activities, provide overall management of all project activities and ensure that they are in line with UNOPS administrative and financial policies, standards and



procedures. He/she will be the focal point of the project with CAFI and the government partners and will ensure communication between the CAFI Secretariat, the Project team and the Government focal points. He/she will receive and assess the requests from the governments and will submit them to the CAFI Secretariat. Once requests have been approved, he/she will ensure processes are rapidly launched to conduct the requested activities. During the implementation of the project, he/she will carry out quality-assurance and ongoing monitoring of activities. The Project Manager will also organize and do the contractualisation for the micro-evaluations of the national entities for the national implementation modality and develop the contractual agreements with the selected entities. He/she will compile the reports and submit them to the CAFI Secretariat with the support of the Finance/M&E Officer. He will participate in the meetings organized by CAFI, Project Steering Committee and any other relevant meetings. The Project Manager will be based in Kinshasa but will travel occasionally to the other countries.

- **Project Support Officer (PSO)/Finance Officer**

The Project Support Officer will assist the Project Manager in the tasks above mentioned. He/she will carry out the administrative tasks for the disbursement of funds to technical assistance activities, disbursement of funds to the selected entities and will carry out the logistical and administrative follow-up for compliance, the organization of capacity building activities. The PSO/Finance Officer will support the Project Manager in the micro-evaluation and contractualisation processes for the selected national entities (grantees) to receive funds to implement activities under the project. The Project Support Officer will work under the responsibility of the Project Manager and will be based in Kinshasa.

- **M&E Officer**

The M&E Officer will be responsible to conduct the monitoring and supervision of the activities to be implemented by the grantees. The M&E Officer will assist the Project Manager in reviewing and assessing requests. The M&E Officer will also follow up on the overall delivery of activities under the Project and ensure that identify any issues in project implementation. The M&E Officer will also support the Project Manager in the general reporting activities to be conducted under the Project

- **Human Resources Associate**

The Human Resources Associate will work for a few months to carry out the recruitment processes of the personnel to be recruited under this project and for the consultants/retainers to be recruited for technical assistance activities. The HR Associate will be based in Kinshasa.

- **Procurement Associate**



The Procurement Associate will carry out the procurement processes for the contracting of an expert or expert firm for capacity building and technical assistance activities, for the procurement of goods and services and for the contracting of a consultancy firm for carrying out the evaluations. Procurement processes will follow a competitive process as indicated by UNOPS rules and procedures unless UNOPS has LTAs in place. The procurement associate will be based in Kinshasa.

- **Communication Officer**

The Communication Officer will work under this Project to provide support to each country in the development of communication materials to showcase the activities of the project and the results of these activities with regards to the countries' LOI and national objectives. The Communication Office may provide remote support or may travel to the CAFI countries based on the needs identified by each government and discussions with CAFI

- c) **Capabilities and experience of implementing organization and its partners**

UNOPS HR services are designed to provide partners with recruitment, contract administration, payroll and pay agent services, whilst personnel are placed under the effective management and supervision of the partner. Through a fully customisable contract modality, they offer tailored solutions that address partner's needs and align with project goals. Through their HR services, UNOPS currently provides operational support to more than 35 partners.

On Procurement, UNOPS offers End-to-end procurement and supply agent services on behalf of our partners (from market analysis, to execution of public tenders, logistics, etc) across more than 80 countries. Notwithstanding, UNOPS manages the UN Web Buy Plus, UNOPS global e-Commerce solution, with access to a catalog of products for the aid and development community. In specific humanitarian and emergency contexts, UNOPS can rely on Emergency Procurement procedures (EPP) to expedite the procurement processes. For quick and efficient payments of third parties and individuals, UNOPS has an LTA with Segovia in order to initiate mobile secure payments to individuals remotely and safely.

On finance, UNOPS financial management services have provided management support worth almost \$2 billion dollars, on behalf of Governments and multilateral institutions since 2010. Services include managing grants and pooled funds, and providing advice and oversight for project and programme budgets.

With regards to technical assistance projects, UNOPS has been providing technical assistance to governments, partners through advisory services, back-on-tracks projects and project management. Each project in this case, is developed with customized solutions for each partner and context.

7) Stakeholder Engagement Strategy



a) Government

The implication of the governments will be critical to the success of this project. This project will require good coordination and communication within each government between the CAFI focal points and the other sectoral ministries in the identifying, preparation and submission of a request. If a request is granted, the government will need to work with UNOPS on the implementation, providing the necessary information and details and do some necessary preparation and planning. After the activity has been conducted, the government will review the report submitted by the consultant and provide an explanation to CAFI to highlight how the activity has supported them in reaching one or more implementation milestones and what concrete steps they have taken in line with the CAFI objectives.

Under this Project, national entities will also have an opportunity to receive funds to implement activities directly once micro-evaluation/capacity assessments have been conducted and the level of risk identified has been low or medium.

b) Donors and development partners

The Project team will collect information about other ongoing projects in line with the CAFI objectives and look at other donors and development partners providing funding in similar areas of interventions.

c) Civil society

Civil Societies Organizations that are involved in the implementation of CAFI projects and/or work in fields related to CAFI objectives, may participate in the Project, attend workshops or conferences and/or assist experts in collecting information. They may be indirect beneficiaries of the technical assistance requested by the government.

d) Private sector

Local and international private sector organizations will be involved in the Project and be recruited by UNOPS through a competitive procurement process to provide goods and services under this project such as procurement of vehicles, equipment, organization of events (workshops, conferences), recruitment of experts/consultants. Before conducting an international process, UNOPS will look in each of the countries if the expertise required is available locally.

At the country level, private sector entities partnering with the government on the CAFI Project may also benefit from the technical assistance and participate in events organized under this Project and/or be indirect beneficiaries of technical assistance through the government.

e) Other: Educational and/or research organizations

Educational or research organizations may be contracted by UNOPS to conduct research based on the requests from the governments and in line with the CAFI objectives.

8) Risks and safeguards management

a) Risks and mitigation measures



Project Risk Management Matrix

The categorization of risks below is based on [the UNDP risk categories that can be consulted in this link](#). Among the risks that should be taken into account, it is essential to include those related to land security, indigenous peoples' rights, and the safety of teams and beneficiaries.



Risks	Risk level: Very high Top Medium Bottom (Probability x Impact)	Verisimilitude: Almost certain – 5 Probable – 4 Possible – 3 Unlikely – 2 Rare – 1	Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	Mitigation measures	Unit/person responsible
Socio-environmental risks					
N/A					
Political and regulatory risks					
Disagreements within each governmental structure for the requests and lack of coordinating structure to channel the requests	High	4	4	The participation of UNOPS in coordination events will aim to identify all the involved parties in each government with regards to CAFI funding and programming and to better understand where each country is with regard to their engagement with CAFI and who the key stakeholders are.	Governments,
Technical assistance activities and capacity building do not translate into progress in reaching the LOI outcomes	High	3	4	Even if UNOPS will not be responsible for translating technical assistance into reaching LOI milestones, UNOPS will do follow ups after a technical assistance activity has been completed through the Project Manager and the country coordinator to help the governments take the additional steps into achieving the milestones. The result-based approach will also act as an incentive for the governments to achieve progress to receive additional technical assistance.	Governments
Financial risks					
Duplication of requests for technical assistance	High	3	3	In the request form, there is a specific question aiming to ensure that the activities requested are not duplicated under another project. Additionally, CAFI Secretariat will review each request and ensure validity and avoid duplication.	CAFI



Lack of available funds to respond to the requests from the governments	High	3	4	UNOPS will establish a general yearly budget for activities and interventions in collaboration with CAFI and the Executive Board. If the requests received during the first part of the project (one year and a half) exceed what was initially planned, UNOPS will discuss with CAFI if additional funds can be added to the project for the remaining year and a half.	CAFI,
Fraud and conflict of interests with the use of the funds for technical assistance	High	3	5	UNOPS and CAFI will review carefully the requests submitted by the government to avoid potential fraud or conflict of interest. After the completion of an activity, the recruited expert and the government will share a report highlighting the outcome of the technical assistance/capacity building. If cases of fraud or conflict of interest are suspected, UNOPS will notify the CAFI Secretariat.	UNOPS, Governments CAFI,
Lack of capacity of the national entities to receive funds to implement activities	Medium	2	4	UNOPS will conduct HACT evaluations and/or capacity assessments to determine the eligibility of these entities prior to engaging with them. If entities do not meet the eligibility criteria, they will not qualify to receive funds. They will however, benefit from capacity building and training to improve in areas identified and be able to potentially qualify at a later round of evaluation	UNOPS, Government
Operational (including process and project adaptability) and strategic (including reputational) risks					
Request for technical assistance do not match the needs identified in the initial evaluation	Medium	2	3	UNOPS will review the request submitted prior to submitting them to CAFI and will ensure that 1. they are in line with CAFI's objectives 2. in line with the milestone implementation 3. in line with the findings and recommendations from the initial mission. If there is a discrepancy, UNOPS will ask the government for clarifications before submitting to CAFI.	UNOPS, CAFI



Events such as conferences or workshops do not occur due to failure of organization/communication on the government side	Medium	2	4	UNOPS will work with the local coordinator to ensure that the government provides the necessary information and completes its part of the preparation works for events to be successful. The requests submitted will detail the responsibilities for the government to facilitate the collaboration.	Governments
Approved requests take a long time to materialize into activities on the ground	Medium	2	3	UNOPS will do preliminary work to pre-identify the experts needed under this project and have a roster of candidates available in the field requested. UNOPS will also favor LTAs for the purchase of goods and implementations of services (conferences, etc) to reduce the procurement process time.	UNOPS
non-completion of activities implemented by national entities	High	3	4	UNOPS will conduct close monitoring of the national entities to follow up on the established schedule of implementation and provide support if needed to avoid delays and non-completion of activities	UNOPS, Governments
Organizational risks (including fiduciary)					
The governments disagree with CAFI' decision making process in granting requests	Medium	2	4	The government will be informed of this project governance and the process through which requests will be granted. If requests are rejected, CAFI will provide some explanations and recommendations for future requests. UNOPS will then work with the governments through the country coordinator to make sure future requests have a higher chance of being approved.	Governments,
Numerous requests submitted by each government make it difficult for UNOPS to address them all at the same time	High	4	4	Once requests are submitted during the submission windows, UNOPS will start some initial planning and do some preliminary work on the requests (looking for LTAs, desk review for consultants, etc) in order to be able to address the requests as quickly as possible. After CAFI's decisions, and based on the type of request, they may be treated based on the urgency of the request.	UNOPS
Safety and security					



<p>Technical assistance activities are canceled or cannot be organized due to security issues/instability</p>	<p>High</p>	<p>3</p>	<p>4</p>	<p>UNOPS through UNDSS will monitor the security situation in each of the countries. The activities under each request will take into account any major political events (elections, etc) or security situation (civil unrest, natural disaster, etc) and will plan accordingly. If a situation arises with security restrictions limiting the organization of events or coming of an expert, UNOPS will work with the government to postpone and plan the event at an approximate time once the security situation has improved. If an in-person event cannot take place due to the fragility of the context, alternative options will be looked into such as virtual events.</p>	<p>UNOPS, Governments</p>
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b) Safeguards

i. Gender mainstreaming

UNOPS [Gender Equality and Social Inclusion Mainstreaming in Project Strategy \(2022-2025\)](#)

ii. Sexual exploitation, harassment and abuse (SEAH)

UNOPS [Prevention of Sexual Harassment, Sexual Exploitation and Abuse Strategy \(March 2020\)](#)

iii. Cancún Safeguard Measures

Cancún Safeguard	Consideration in the implementation of the project	Description of specific monitoring and evaluation measures
Complementarity and compatibility with the objectives of national forestry projects and international agreements	UNOPS will ensure that requests submitted under the project are in line with the LOIs, investment frameworks and other related agreements	N/A
Transparency and effectiveness of governance structures	Requests will need to be channeled through and coordinated by the CAFI focal point in each country. Requests will be shared with CAFI and UNOPS for transparency and will provide the necessary background information and details of the needs.	N/A
Respect for the knowledge and rights of indigenous peoples	UNOPS will ensure that requests submitted under the project do not have a negative impact of the rights of indigenous peoples	"To meet the objectives of its social and environmental management system, UNOPS shall: Safeguard the rights of indigenous people who may be affected by UNOPS project activities" UNOPS HSSE O.I. p.6
Full and effective participation of stakeholders, in particular indigenous peoples and local communities	Requests for technical assistance may originate from various stakeholders including civil societies, local authorities but will be channeled through the CAFI focal point. When requests are analyzed, UNOPS will ensure that all parties have an equal fair chance of accessing assistance.	"To meet the objectives of its social and environmental management system, UNOPS shall: Anticipate, avoid or minimize adverse impacts on the rights of minority groups or vulnerable people; and promote accessibility and inclusion of people with disabilities;" UNOPS HSSE O.I. p.6
Compatibility of activities with the preservation of natural forests, biodiversity and ecosystem services/implementation of activities that provide socio-economic benefits	UNOPS will ensure that requests submitted under the project are in line with the LOIs related to the preservation of natural forests and the ecosystem	"To meet the objectives of its social and environmental management system, UNOPS shall: Identify impacts on biodiversity; prevent, minimize and remedy adverse impacts, while recognizing opportunities for the protection, promotion and recovery of biodiversity" UNOPS HSSE O.I. p.6



Measures to address the risk of reversal	N/A	N/A
Measures to reduce emissions displacements	UNOPS will ensure that requests submitted under the project are in line with LOIs related to the reduction of gas emissions	"To meet the objectives of its social and environmental management system, UNOPS shall: Reduce greenhouse gas emissions in all operations and projects, in support of international and national mitigation strategies and commitments" UNOPS HSSE O.I. p.5

More information about UNOPS HSSE standards and guidelines can be found [here](#)

iv. Complaint Management

If any party connected to the project, directly or indirectly, may have complaints, they will be able to send a complaint in the form of a letter addressed to UNOPS CMDC (34 rue Pumbu, Gombe, Kinshasa or email: drcunops@unops.org. Complaints may also be collected through the CAFI focal point in each country and shared with UNOPS.

Through project implementation, project beneficiaries will be made aware of this complaint mechanism system and the various methods of submission of complaints. The project will ensure that this system is accessible to all.

The Project team will receive the complaint, review and will address them through the Project board. The project team may liaise with CAFI Secretariat and the CAFI focal points in the relevant country, if necessary to address the complaint. If an official response in writing is necessary, the Project team will prepare a response that will be reviewed by the appropriate delegation of authority before being shared with the concerned party.

The annual report will list the complaints received with explanations provided on the way they were addressed.

v. Fraud, embezzlement

[Fraud and Corruption OI](#)

9) Monitoring and evaluation

UNOPS will have several reporting requirements which derive from the Agreements signed between UNOPS and the MPTF Office:

1. Financial Reports

UNOPS will submit their financial reports directly into MPTFO's platform UNEX. The expenses from the Financial Reports should be recorded as defined in the individual implementing Organization's Financial Regulations and Rules.

- Frequency of Reporting



Annual financial report: Covering the period of 01 January - 31 December, to be submitted by the implementing Organization directly to MPTFO via the web-interface UNEX until 30 April of the following year.

In addition to the submission via UNEX, an electronic copy of the expenditure reports is to be submitted to the MPTF-O and the CAFI Secretariat, signed by the responsible agency representative in the country or region.

Final audited financial report: The Final Financial Report is to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the project document of each approved Project occurs.

2. Narrative Reports

Narrative reports will be results-oriented and evidence-based. They will compare results achieved with expected results at the outcome and output levels and will explain why these are exceeded or not fully achieved. UNOPS is required to track the performance indicators defined in the project document, and thus include in their annual reports a clear picture of the achievement of targets and related disbursement levels (value for money).

- Frequency of Reporting

The following Narrative Reports must be submitted:

(i) An Annual Narrative Report, to be submitted to the MPTF and the CAFI Secretariat no later than March 30, covering the period January 1 - December 31 of the previous year as well as the cumulative achievements of the previous years.

(ii) A Semi-Annual Narrative Report, to be submitted to the CAFI Secretariat no later than August 30, which focuses on the achievements of the first 6 months of the year as well as the cumulative achievements of the previous years.

(iii) A Final Narrative Report at the closure of the program., after the completion of the activities in the project document of each approved Project, including the final year of the activities in the project document of each approved Project, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the project document of each approved Project occurs.

Missions and Monitoring visits. Throughout the project duration, UNOPS team and CAFI representatives will conduct joint missions/monitoring visits to each of the countries to look at the concrete progress they are making towards their milestone implementation and how their financial, organization and technical capacity is built.

Reports

UNOPS will submit reports to the CAFI Secretariat following the calendar below:

Reporting requirements - CAFI funded programmes		
Type of report	Narrative report (Word)	Financial Report



Format	Word document sent to CAFI Sec	Data sent to MPTFO via UNEX and copy to CAFI Sec by e-mail
Template to follow	CAFI / Templates for agencies	
Language	French or English	
Timeline of Submission	Annual (30 March) and semi-annual (30 August)	Annual (30 April)
Contact info	CAFI Secretariat	MPTFO Portfolio Manager
Conformity checklist	CAFI / Templates for agencies	
During Project Closure	Final Narrative Reports submitted by 30th April of the following operational closure year.	Certified final financial statements and final financial reports submitted by 31st May of the following financial closure year.

10) Communication and visibility

The Communication and visibility activities under this project will have 3 main objectives:

- influence the perspectives and ignite change
- ensure, to the extent possible, nationally driven communication of high level and in line with the project results, provided that the Governments, that have committed on policies and measures to achieve, need to have the necessary means to communicate on the progress achieved and challenges met. It would be beneficial to the project to support the national authorities in charge of the communication on the results (result indicators: number of articles published on the government websites, tweets on the Ministry's and/or national entities' official accounts)
- increase the visibility of the work accomplished and the project results as well as its donors

The Project has set aside a provision for communication/visibility that can be used for the following initiatives:

- The conferences/workshops organized throughout the duration of the project will be an opportunity to communicate about the project as stakeholders may attend the events. The objectives of the conferences/workshops would also be to encourage the sharing of best practices across countries and collecting lessons learned.

The project will also work alongside the countries to support them in the development of communication tools to showcase the activities of this project and the progress each country is making towards their milestones and national objectives. The UNOPS team will budget a Communication Officer that will provide technical support, in close collaboration with the



communication team of the CAFI Secretariat, to the countries to prepare and disseminate these communication resources. They may be the following:

- Social media, blog posts about the project activities and the outcome of these activities through the collection of pictures from events and other relevant information from the project's activities. Any communication disseminated will need to be validated with CAFI and UNOPS prior to being posted and would need to follow the guidelines established by CAFI.
- Case studies and fact sheets about the project activities. During the course of the project, communication materials may be produced and disseminated to key stakeholders, donors and other relevant partners to showcase the activities conducted under the project and show the impact with regards to CAFI objectives and Letters of Intent.

Other communication events or initiatives may be organized based on the needs identified during the implementation of the project and feedback received from CAFI.

All the communication and visibility efforts at the national and regional level will need to be aligned with CAFI communication and visibility plans and implemented by implementing partners to ensure CAFI visibility and bring awareness to targeted publics on how the projects are addressing forest reduction, climate change and poverty in the region.

The project will use the logos of CAFI, the governments and UNOPS and will mention "financed by CAFI" in all its communications and broadcasting activities regarding the infrastructure, equipment, vehicles and material assets financed by the Project. The logos and mention "financed by CAFI" will be visible to the public. They will appear on public assets, including publications and media events.

11) Fiduciary transparency

In accordance with United Nations General Assembly resolution 59/272 which dictates the principle of the "Single Audit principle", the internal audits of UNOPS are carried out by the Internal Audit and Investigations Group (IAIG) of UNOPS. Still, according to the same principle, audits are carried out according to International Standards on Auditing (ISA) and in accordance with International Public Sector Accounting Standards (IPSAS). All the audits are conducted by auditors who are independent of UNOPS in accordance with the Code IESBA of ethics of professional accountants who discharge their responsibilities and ethical rules incumbent upon them.

In order to preserve the integrity of this principle, the audit of the activities of a project is carried out by the Group of Internal Audit and Investigations (IAIG) of UNOPS which engages the responsibility of firms external auditors, independent entities with which UNOPS has signed a long-term agreement. The audit firm is responsible for performing the entire audit, including planning, fieldwork and production of the final project audit report. IAIG provides technical support on audit-related matters, including reviewing terms of



reference, the draft audit report and the final report. Audit reports are made publicly available on UNOPS website¹².

12) Budget, work plan and timeline

a) Work plan and budget by output/activity

Note: This workplan per output/activity is tentative given that the details of the activities to be implemented are yet to be known; it may be adjusted during project implementation with the approval of the COPIL, once requests are known.

Output	Activity	Activity Title	Implementing Organisation	Implementing Partner	Period (min. per year)			CAFI Budget	Budget - Other Source(s)	TOTAL Budget
					A1	A2	A3			
A. PROJECT OUTPUTS COSTS										
Output 1: Support received to accelerate milestone implementation, reporting and and/or the preparation of commitments										
					\$	\$	\$	\$	\$	\$
1	1.1	Activity 1.1: Submission of requests, elaboration of Annual work plans and approval of requests			14,550	14,550	14,550	43,650	-	43,650
1	1.2	Activity 1.2: Implementation of activities			1,232,002	772,274	589,724	2,594,000	-	2,594,000
Output 2: Enhanced national execution of CAFI supported activities and projects.										
					\$	\$	\$	\$	\$	\$
2	2.1	Activity 2.1: Promotion of national implementation modalities with reduced level of risks to receive grants to implement activities under the Project			1,555,435	1,231,877	1,214,877	4,002,189	-	4,002,189
2	2.2	Activity 2.2: Support to the identification and capacity building of national entities to meet the requirements for direct access to the CAFI trust fund			137,783	77,825	60,175	275,783	-	275,783
Output 3: Lessons learned of the partnership are capitalized and disseminated										
					\$	\$	\$	\$	\$	\$
3	3.1	Activity 3.1: Mobilization of Technical expertise and organization of workshops			376,504	278,148	395,348	1,050,000	-	1,050,000
3	3.2	Activity 3.2: Communication on the results of the partnership with CAFI and on the reporting of progress and milestone achievement			24,900	24,900	24,900	74,700	-	74,700
TOTAL PROJECT OUTPUTS COSTS					\$ 3,341,174	\$ 2,399,574	\$ 2,299,573	\$ 8,040,322		\$ 8,040,322
B. PROJECT MANAGEMENT COSTS (PMC)										
PMC	Personnel	Project Manager	UNOPS		\$ 171,000	\$ 171,000	\$ 171,000	\$ 513,000	\$ -	\$ 513,000
PMC	Personnel	PSO/Finance	UNOPS		\$ 79,800	\$ 79,800	\$ 79,800	\$ 239,400	\$ -	\$ 239,400
PMC	Personnel	HR Associate	UNOPS		\$ 7,000	\$ 7,000	\$ 7,000	\$ 21,000	\$ -	\$ 21,000
PMC	Personnel	Procurement Associate	UNOPS		\$ 7,000	\$ 7,000	\$ 7,000	\$ 21,000	\$ -	\$ 21,000
PMC	Personnel	M&E Officer	UNOPS		\$ 51,000	\$ 51,000	\$ 51,000	\$ 153,000	\$ -	\$ 153,000
PMC	Personnel	Outreach & Public Relations	UNOPS		\$ 25,650	\$ 25,650	\$ 25,650	\$ 76,950	\$ -	\$ 76,950
PMC	Operations	Communication for the project team	UNOPS		\$ 4,800	\$ 4,800	\$ 4,800	\$ 14,400	\$ -	\$ 14,400
PMC	Operations	Office rent and Office furniture	UNOPS		\$ 10,000	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
PMC	Operations	Computers	UNOPS		\$ 4,800	\$ -	\$ -	\$ 4,800	\$ -	\$ 4,800
PMC	Operations	UNOSS Radio	UNOPS		\$ 3,600	\$ -	\$ -	\$ 3,600	\$ -	\$ 3,600
PMC	Operations	Communication/Visibility/launch event/ceremonies	UNOPS		\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
PMC	Travel/DSA	Provision for DSA for the Project team	UNOPS		\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ -	\$ 30,000
PMC	Travel/DSA	Provision for travels/transport for Project team	UNOPS		\$ 16,587	\$ 16,587	\$ 16,587	\$ 49,761	\$ -	\$ 49,761
PMC	Support Costs	Support Costs (GSS and LSS)*	UNOPS		\$ 103,222	\$ 103,222	\$ 103,222	\$ 309,667	\$ -	\$ 309,667
PMC	Evaluation	Evaluation finale externe	UNOPS		\$ -	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 100,000
TOTAL PMC					\$ 534,459	\$ 476,059	\$ 576,059	\$ 1,586,578	\$ -	\$ 1,586,578
TOTAL PROJECT DIRECT COSTS					\$ 3,875,633	\$ 2,875,633	\$ 2,875,633	\$ 9,626,900	\$ -	\$ 9,626,900
Total PMC for IO 1								\$ 9,626,900	\$ -	\$ 9,626,900
TOTAL PROJECT INDIRECT COSTS (cannot exceed 7.00%)					\$ 124,367	\$ 124,367	\$ 124,367	\$ 373,101	\$ -	\$ 373,101
TOTAL COSTS					\$ 4,000,000	\$ 3,000,000	\$ 3,000,000	\$ 10,000,000	\$ -	\$ 10,000,000



b) Budget by UNDG categories

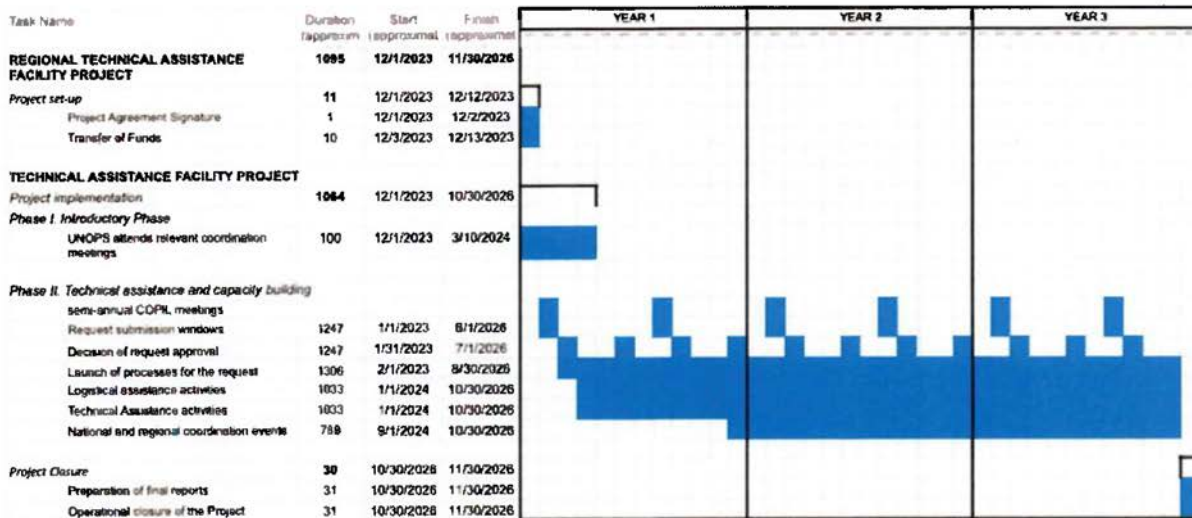
The table(s) presented in Tab C of the Excel budget file should be inserted here. Please note that this table applies only to funding from the CAFI fund.

BUDGET CATEGORIES UNDG		TOTAL USD	Tranche 1	Remaining
1	Staff	\$987,000	\$278,000	\$709,000
2	Supplies, commodities, materials	-	-	-
3	Equipment, vehicles and furniture (including depreciation)	\$500,000	\$200,000	\$300,000
4	Contractual services	\$3,294,672	\$1,504,617	\$1,790,055
5	Travel	\$579,761	\$226,594	\$353,167
6	Transfers and grants to counterparts	\$3,883,000	\$1,500,000	\$2,383,000
7	General operating and other direct costs	\$382,467	\$166,422	\$216,045
Total Direct Costs (USD)		\$9,626,900	\$3,875,633	\$5,751,266
8	Indirect support costs (Max. 7%)	373,101	\$124,367	\$248,734
Total Costs (USD)		\$10,000,000	\$4,000,000	\$6,000,000

Note: The yearly budget has been established as per the recommendations from the Executive Board of CAFI; if additional funds are requested within a given year to implement requests presented to the COPIL; the tranche allocations may be adjusted to meet these needs.

c) Project operationalization plan

Tentative work plan



Note: After the results of the first year of project implementation, the work plan may be revised or adjusted.



13) APPENDICES

APPENDIX 1: Letters of Intent (LOI) listing the milestone commitments made by countries

- Democratic Republic of Congo Letter of Intent 2: [link](#)
- Republic of Congo Letter of Intent: [link](#)
- Gabon Letter of Intent: [link](#)

APPENDIX 2: Template Request Form

REQUEST FOR LOGISTICAL AND TECHNICAL ASSISTANCE CAFI REGIONAL TECHNICAL ASSISTANCE PROJECT

Section I: General Information

Enter information in the right column

Name of the country requesting the assistance	
Government entity, sectorial Ministry, civil society or private sector entity from which the request is originating from	
Name and title of the person(s) from Government entity, sectorial Ministry, civil society or private sector entity who has/have developed the request	Name: Title:
Signature of the Government CAFI Focal Point in the country who have reviewed and approved the request with date	Name: Title: Date: Signature:
Signature of CAFI Secretariat	Name: Title: Date: Signature:



Date of the request being sent to UNOPS	

Section II: General description of the request

Enter information in the right column

Select the implementation Modality	<ol style="list-style-type: none"> 1. Direct implementation by UNOPS 2. National implementation by a selected and eligible entity
If it is the NIM modality, specify the score of the micro-evaluation/capacity assessment for this entity (for UNOPS to enter)	
If NIM modality, specify the amount requested for the realization of the activity requested. Include a budget Breakdown as annex of the request submission	
Select the type of request	<ol style="list-style-type: none"> 1. Request for logistical assistance (purchase of equipment and materials) 2. Request for technical assistance (recruitment of experts and consultants) 3. Request for national and regional coordination (organization of workshops/conferences) 4. Other, Specify:
Provide the origin, history of the request and the entities who have been consulted in the preparation of the request	(if the request directly from CAFI Sec, provide the context where the request originated from, the national entities who have requested, and the documentation showing government endorsement)
Provide a general description of the request including the scope of the assistance activities to be undertaken	



<p>Provide an explanation for the reason for the request. (Why is this assistance needed) Select the type of request</p>	<ol style="list-style-type: none"> 1. Implementation of LOI Milestones 2. TA in the context of national access to CAFI Funds 3. Other (negotiation of LOI)
<ol style="list-style-type: none"> 1. Explain how the request will help achieve the Letter of Intent objectives (State relevant milestone and how activity is necessary to reach it, refer to recommendations from relevant evaluations) 2. Help facilitate access of national entities to CAFI funds (decision by government and CAFI to proceed with national entities, conduct missing assessments necessary to access funds (HACT, SEAH, SES), update existing HACT, SEAH or SES assessments or follow up on their recommendation) 	



<p>3. Help negotiate LOI or coordination structure not yet created (decision by CAFI to enter into partnership, relevant. Programming framework, NIF etc.)</p>	
<p>For UNOPS to fill out: mention the output under which this request would fall</p>	
<p>Describe the outputs and outcomes of the assistance received. What is this assistance expected to facilitate? (300 words max)</p>	
<p>Provide estimated duration of the assistance activities (i.e number of days/weeks for the consultant work, duration of the event to be organized). <i>This section does not apply to procurement request</i></p>	
<p>Is the activity covered in this request covered by another approved project?</p>	<p>1. Yes: <i>Give the name of the project with start and end date and give relevant output and activity.</i></p> <ul style="list-style-type: none"> - If covered by another project, why is the request submitted (i. additional activity i.e. additional consultant needed to complete and no more funding etc., ii. project is suspended, delayed) <p>2. No</p> <ul style="list-style-type: none"> - No such project in the pipeline - In the pipeline but not yet approved (i.e. by the time approved, milestone deadline expires)



Section III: Roles and Responsibilities

This section may be filled by the entity submitting the request but will be finalized by UNOPS once the request has been sent and reviewed

<p>Describe the role and responsibility of the national entity for the realization of the request,</p> <p><i>Select what applies to the request, additional tasks can be added to the list, if necessary</i></p>	<ul style="list-style-type: none"> - Provide technical specifications for the equipment to be purchased - Provide the profile of the experts/consultants needed (including technical specifications) - Provide the name of the participants for events and location of the events.etc... - Plan and mobilize the personnel to attend the workshops/conferences/events - Ensure the availability of the technical/relevant individuals once experts/consultants are deployed -
<p>Describe the role and responsibility of UNOPS for the realization of the request (this section will be filled by UNOPS)</p>	<ul style="list-style-type: none"> - Conduct procurement processes for the purchase of equipment - Conduct recruitment process for the recruitment and deployment of experts or firms - Conduct procurement processes for the contractualisation of companies for the organization of events - Conduct monitoring of activities implemented by national entities (NIM) including field visits, spotcheks, audits, etc

Section IV: Additional Information

<p>Provide the technical specification for the equipment/materials to be procured</p>	
<p>Provide specific information about the profile requested for expert/consultant</p>	



<p>needed under this request (i.e. field, background, expertise, education, etc)</p>	
<p>Provide detailed information about the type of event to be organized (name of the event, expected number of participants, expected location, catering service to be provided, equipment needed, printing services needed, any other relevant information)¹³</p>	
<p>Provide any information worth mentioning related to the request</p>	

Section V: Request Approval Process

Section to be filled by UNOPS and CAFI

<p>UNOPS section. Any comments related to the request for CAFI's attention</p>	
<p>Date of the CAFI review</p>	
<p>Was this activity approved as part of the AWP?</p>	<ol style="list-style-type: none"> 1. Yes (state activity and budget line) 2. No (Needs to be presented to the Project CS)
<p>CAFI APPROVAL OF THE REQUEST WITH COMMENTS FOR CONSIDERATION</p>	

¹³ For the organization of events such as conferences, detailed information about the participation, location and other related information would need to be shared with UNOPS ahead of time (minimum of 2 months in advance). No changes can be accepted 1 month before the conference



CAFI REJECTION OF THE REQUEST WITH COMMENTS FOR CONSIDERATION	

Section VI: Annexes

Budget breakdown for the implementation of the request (this annex is required for the national implementation modality)

APPENDIX 3: Stakeholder Engagement in the Project Development Process

Type of consultation (national launch workshop, mid-term review, validation workshop for joint submission, etc.)	Date(s)	List of participating organizations and number of participants	Summary of recommendations	Minutes and attendance list submitted in a separate file (✓)
CAFI Secretariat	06/06/2023	CAFI, UNOPS	delete the scoping mission section	N/A
Presentation of the TA Project at EB 22	28/06/2023	CAFI Secretariat , UNOPS, EB	present the full PRODOC to the board for review	N/A
Presentation of the Project (final version0 at EB 23	31/10/2023	CAFI Secretariat , UNOPS, EB	discuss the inclusion of preparatory grants into the project	N/A



APPENDIX 4: Gender Analysis and Action Plan

UNOPS will ensure that all project activities will align with their Gender and Mainstreaming Strategy shared above. A [Gender Screening](#) will be performed once the specific activities have been identified under the project. The Gender Screening will then guide the development of the Gender Action Plan (GAP) that will be developed by the Project team. The Plan may include ensuring that women-owned businesses are encouraged to bid and become potential UNOPS suppliers for the procurement processes. It may also include ensuring that women can equally be beneficiaries of the services and assistance provided within the Government, sectoral Ministries, civil societies and private sector (attending workshops, conferences, receiving technical assistance, etc)

APPENDIX 5: Communication Strategy

1. General communication objectives

- Encourage the sharing of best practices with regards to CAFI programming across countries and collecting lessons learned
- Ensure that all stakeholders including donors are informed of the outcomes of the projects and the progress made towards the LOI
- Build the capacity of governments to communicate about the progress made towards LOI milestones
- Present coordinated communication between parties and partners to highlight the work of project stakeholders under the project (governments, UNOPS, CAFI, etc)

2. Target audience(s)

- CAFI stakeholders in Central African Countries (Sectoral ministries, civil society, private sector, etc)
- CAFI donor countries
- CAFI partners (UN agencies, other CAFI implementing partners)

3. Description of the main communication actions

Description	Target audience	Activities and communication tools	Manager	Approximate implementation period
About the project in general				
About the project outputs				

* Example: information on the launch of the project and its content (general project), information on access to services such as family planning, agricultural advice, agricultural inputs, etc. (project outputs).

Note: Main communication actions will be developed in collaboration with the Governments, CAFI and throughout the project implementation as described in Section 10 "Communication and Visibility" of the PRODOC.

4. Description of resources allocated, implementation arrangements and estimated budget required



A provision of 40,000 USD has been set aside for communication and visibility activities such as the printing and dissemination of communication materials highlighting the outcomes of the projects, the organization of events/workshops to provide capacity building to the governments for communication, social media posts, radio/TV clips, etc.

The UNOPS team will include a communication officer that will provide technical support to the countries to prepare and disseminate these communication resources, and establish a communication plan.

APPENDIX 6: Procurement Plan

Solicitation methods:

There are multiple procedures available to solicit a submission from a supplier as described in the table below:

Solicitation method	Value of contract	Type of Need	Minimum nb of days for solicitation (calendar days)
Shopping	< 5000 USD	everyday goods, standard specifications, services and simple words	N/A (no specific duration)
Request for quotations	Between 5000 USD and 50000 USD	The needs of the goods and services are cleared and specific	5 days
Invitation To Bid	≥ 50000 USD	The needs of the goods, services and works are very cleared and specific	Woks/Goods : 15 days Services : 21 days
Request For Proposals	≥ 50000 USD	The needs for goods, services and goods cannot be expressed in terms of quantity and quality, or are complex and can be addressed in multiple ways	21 days

A number of factors, such as market conditions, complexity and nature of the need (goods, services and works), financial value, client's conditions determine the type of solicitation process. The location and urgency of the need can also have an effect on the procedure chosen. More information about UNOPS procurement procedures can be found [here](#).

The detailed procurement plan for this process has not yet been established as the specific needs in terms of purchase of equipment are not yet known.

1. General

- Project information: (name, country)



- Plan version: Version 1.0 dated _____
- Plan approval date:
- Period covered:

2. Thresholds and procurement methods (goods, works and services)

The following table applies to goods, works, services and human resources contracts:

Acquisition method	Contract value thresholds	Type of contract	Method of solicitation	Type of competition	Pre/post review by the agency

3. Procurement plan for goods and works (other than consulting services)

Description	Value (USD)	Source of finance	Acquisition method	Pre-qualification (Y/N)	Start of the acquisition process	Estimated start and end of the contract	Type of competition

4. Consulting Services Procurement Plan

Description	Type of contract	Value (USD)	Source of finance	Acquisition method	Start of the acquisition process	Estimated start and end of the contract	Type of competition

APPENDIX 7: Terms of Reference for the recruitment of key experts for the Project Management Unit (draft or final)

Below is the Terms of Reference for the Project Manager:

II. Organizational Context



Le Bureau des Nations Unies pour les services d'appui aux projets (UNOPS) est une branche opérationnelle des Nations Unies, soutenant la mise en œuvre réussie des projets de consolidation de la paix, humanitaires et de développement de ses partenaires dans le monde entier. Mandaté en tant que ressource centrale des Nations Unies, l'UNOPS fournit des services durables de gestion de projets, d'approvisionnement et d'infrastructure à un large éventail de gouvernements, de donateurs et d'organisations des Nations Unies. Avec plus de 6000 employés répartis dans 80 pays, l'UNOPS offre à ses partenaires les connaissances logistiques, techniques et de gestion dont ils ont besoin, là où ils en ont besoin. En mettant en œuvre environ 1000 projets pour nos partenaires à tout moment, l'UNOPS contribue de manière significative aux résultats sur le terrain, souvent dans les environnements les plus difficiles.

Information du Projet :

Le projet est basé en RD Congo, le bureau multi-pays de l'UNOPS couvre onze pays et dispose d'un portefeuille actif de plus de 300 millions de dollars, avec de nombreux projets d'infrastructure. Le bureau a développé de solides relations de travail avec des partenaires internationaux, des agences des Nations Unies, y compris les missions des Nations Unies et les gouvernements de toute l'Afrique centrale au fil des ans. Il fournit un soutien technique et un renforcement des capacités dans des domaines de développement stratégiques, notamment la réhabilitation et le développement des infrastructures dans les secteurs de la santé, de l'éducation, des travaux publics, de la gouvernance/administration publique ; passation des marchés, gestion de projet et services consultatifs sectoriels ; la paix et la sécurité, la préservation et la protection de l'environnement, en plaçant l'égalité, l'inclusivité, la durabilité et la résilience au cœur de son travail.

La gestion des fonds est devenue une force reconnue de l'UNOPS CDMCO et un nouveau modèle commercial potentiel pour d'autres bureaux de pays dans la région et au-delà. Le Projet d'Assistance Technique offrira une assistance technique aux gouvernements de pays d'Afrique Centrale dans le but d'apporter un renforcement de capacités et d'aider les gouvernements à atteindre les objectifs de CAFI. Il apportera un soutien stratégique et technique aux gouvernements pour la réalisation des jalons des lettres d'intention et aura aussi pour objectif de renforcer les capacités des entités nationales de manière à recevoir des financements directs dans le cadre des projets CAFI. Le Projet aura donc une composante de mise en œuvre directe par l'UNOPS et une composante de gestion de fonds (grants management) pour une mise en œuvre par des entités nationales éligibles ayant démontré les capacités nécessaires pour recevoir et utiliser les fonds de manière efficace.

III. Functions / Key Results Expected

Dans ce cadre, l'UNOPS recherche un.e Chef.e de Projet qui sera responsable des opérations quotidiennes du projet et qui fournit des services aux différents donateurs, parties prenantes partenaires de mise en œuvre et bénéficiaires. Le.la Chef.fe de Projet agit au nom du comité de projet pour gérer le projet de manière continue pendant la phase de mise en œuvre. La principale responsabilité du Chef.fe de Projet est de s'assurer que les résultats du projet sont livrés dans les tolérances de temps, de coût, de qualité, de portée, de risque et d'avantages spécifiées. On s'attend à ce qu'il / elle atteigne les objectifs de performance et de livraison de l'organisation.

Le.la Chef.fe de Projet a le pouvoir d'attribuer, conformément au plan de projet, des modules de travail aux chefs d'équipe et d'approuver les livrables produits par eux.

Le.la Chef.fe de Projet est chargé.e de créer le plan de mise en œuvre, en utilisant , l'accord signé et les documents clés liés au fonctionnement du Fonds (Manuel des Opérations, Termes de Références du Fonds) et d'avoir une compréhension approfondie des termes, des conditions, des rôles et responsabilités respectifs des partenaires/parties prenantes, afin d'assurer que les résultats du projet sont capables de répondre aux analyses de rentabilisation de l'UNOPS et des partenaires..

**Objectif et portée de la mission :****1. Livraison et performance du projet**

- Élaborer, compléter et mettre à jour le(s) plan(s) de mise en œuvre (le cas échéant)
- Mettre en œuvre le plan approuvé (y compris l'établissement de jalons) dans les tolérances fixées par le comité de projet.
- Intégrer les dimensions de durabilité, y compris l'inclusion sociale et de genre, les aspects environnementaux et économiques dans la durée de vie du projet.
- Gérer la production des résultats requis, en assumant la responsabilité de l'avancement global et de l'utilisation des ressources et en lançant des actions correctives si nécessaire.
- Planifier et mettre en œuvre le plan de Suivi & Evaluation du Projet.
- Veiller à ce que la qualité des modules de travail et des livrables soit conforme aux exigences de qualité définies dans le plan de mise en œuvre.
- Assurer la liaison avec les fournisseurs externes ou les gestionnaires de compte
- Gérer l'acceptation et la livraison des lots de travaux
- Surveiller l'avancement du projet en s'assurant que les lots de travaux sont exécutés correctement
- Diriger les tâches de gestion des contrats, y compris l'évaluation des performances des fournisseurs et prestataires. (Le cas échéant)
- Identifier et anticiper en temps opportun les risques et problèmes potentiels et conseiller les mesures d'atténuation à la haute direction / au comité de projet afin d'obtenir le maximum d'avantages pour le(s) partenaire(s) et les autres parties prenantes
- Identifier et signaler au superviseur les opportunités commerciales potentielles pour l'UNOPS
- Maintenir une communication efficace avec les parties prenantes (MONUSCO, CAFI gouvernement, partenaires de mise en œuvre, donateurs) et répondre à leurs requêtes dans un délai opportun.

2. Procédures

- Se conformer à toutes les politiques organisationnelles et en particulier au manuel de gestion de projet
- Préparer/adapter tous les plans pertinents pour approbation par le comité de projet.
- Gérer les obligations de déclaration définies dans le(s) accord(s) juridique(s) et dans le plan de mise en œuvre
- Rédiger les définitions des exigences pour les processus d'approvisionnement. Approuver les réquisitions et les demandes de paiements hors bon de commande ; Évaluer les soumissions reçues, si elles sont nommées à l'équipe d'évaluation. (le cas échéant)
- Assurer le recrutement et suivre les procédures de recrutement d'experts et consultants en collaboration avec le département des ressources humaines
- Veiller à ce que la maintenance des dossiers du projet et les leçons apprises soient enregistrées
- Assurer l'élaboration et la mise en œuvre des directives de gestion financière du projet et des mécanismes de contrôle, conformément aux règles et règlements de l'UNOPS. (le cas échéant)
- Gérer les budgets, les flux de trésorerie et les obligations pour s'assurer que les livrables sont respectés et que les paiements aux entrepreneurs et au personnel sont reçus à temps.
- Comprendre et gérer les frais généraux de l'UNOPS, les charges imputables et les charges d'entreprise connexes telles qu'elles s'appliquent au projet



- Comprendre les structures uniques de l'ONU et établir un budget approprié pour le personnel
- Gérer les dépenses par rapport au budget (sur la base de rapports financiers précis)
- Lorsque le gestionnaire de projet n'a pas de délégation en tant qu'agent d'engagement, il conserve ces responsabilités et surveillera et instruira/demandera à d'autres d'effectuer les engagements et les décaissements pertinents.
- Aux fins de clôture du projet, fournir une remise officielle du projet au responsable de la clôture
- Soutenir les activités d'audit du projet, y compris la planification, la préparation et la coordination pendant les audits et le suivi des observations/recommandations d'audit
- Connaître / Maîtriser le(s) Manuel(s) des Opérations qui régissent le projet et d'assurer que leurs procédures sont en lien avec les procédures de l'UNOPS.

3. Surveillance et rapports

- Préparer et publier des rapports de projet et/ou financiers réguliers conformément aux exigences des partenaires et de l'UNOPS en matière de rapports.
- Examiner régulièrement l'état d'avancement du projet, en évaluant les critères de performance (portée, coût, calendrier et qualité).
- Tenir à jour des journaux et des rapports d'étape conformément aux procédures standard de l'organisation.
- Assurer une surveillance et une analyse de routine des données de livraison dans le système de tableau de bord.
- Veiller à ce que tous les membres de l'équipe de projet suivent et mettent régulièrement à jour les jalons et les objectifs pendant toute la durée de vie des projets

4. Assurance qualité

- Travailler avec les parties prenantes internes pour s'assurer que les projets sont conformes aux exigences d'audit
- Travailler avec le personnel d'approvisionnement/achats pour assurer une interface efficace avec les systèmes qualité des fournisseurs
- Coordonner les revues de qualité des documents de projet et des livrables
- Assurer le contrôle de la qualité des extraits de gestion (documents de projet, rapports, etc.)
- Assurer des visites de suivi sur le terrain dans le(s) pay(s) de mise en oeuvre d'activités
- Faire la supervision du personnel de l'équipe du projet

5. Gestion des connaissances et innovation

- Encourager la conduite d'activités de renforcement des capacités régulières et efficaces afin de renforcer les capacités à long terme et durables du personnel.
- Interagissez activement avec d'autres chefs de projet et la communauté PM au sens large pour partager des études de cas, des leçons apprises et des meilleures pratiques
- Contribuer à la supervision des procédures de retour d'expérience, en veillant à ce que les leçons apprises soient partagées en temps opportun et de manière appropriée. Participer aux communautés de pratique pertinentes
- Recherche et journalisation des leçons apprises tout au long de la durée de vie du projet.
- Fournir des commentaires aux groupes de pratique sur la politique, en soutenant les orientations dans le but d'améliorer continuellement les politiques de l'UNOPS

IV. Competencies



Élabore et met en œuvre des stratégies opérationnelles durables, pense à long terme et tient compte de perspectives externes de manière à façonner l'organisation de manière positive. Anticipe et perçoit les effets des activités et décisions futures sur les autres parties de l'organisation.



Traite tous les individus avec respect ; accorde de la considération aux différences et encourage les autres à faire de même; incarne les normes éthiques et organisationnelles; Répond à de hautes exigences en matière d'honnêteté; est un modèle pour les questions de diversité et d'inclusion.



Agit comme exemple positif contribuant à l'esprit d'équipe. Collabore et soutient le perfectionnement des autres. Pour les responsables seulement : agir en tant qu'exemple positif de leadership, motivé, dirige et inspire les autres à réussir, utilise des styles de leadership appropriés.



Démontre une compréhension des effets de son rôle sur tous les partenaires et accorde la priorité aux bénéficiaires. Forge et entretient des relations externes fortes et constitue un partenaire compétent pour les autres (si cela s'applique à son rôle).



Établit efficacement une série de mesures pour soi-même et pour les autres pour atteindre un objectif. Les actions posées mènent à l'accomplissement total de la tâche en respectant les exigences de qualité dans tous les domaines. Repère les possibilités et prend des initiatives pour les saisir. Comprend qu'un usage responsable des ressources optimise l'effet de nos activités auprès des bénéficiaires.



Ouvert au changement et flexible dans un environnement très dynamique. Adapte efficacement son approche pour suivre l'évolution des circonstances ou des besoins. Apprend de son expérience et modifie son comportement. Ses résultats sont cohérents, même sous pression. Recherche continuellement l'amélioration.



Évalue les données et les processus afin de prendre des décisions logiques et pragmatiques. Adopte une approche neutre et rationnelle en calculant les risques. Applique l'innovation et la créativité à une démarche de résolution des problèmes.



Exprime des idées ou faits de manière claire, concise et ouverte. La communication indique une considération pour les sentiments et les besoins des autres. Écoute activement et partage ses connaissances spontanément. Gère les conflits efficacement en respectant les différences et en trouvant un terrain d'entente.



V. Recruitment Qualifications - <i>When completing this section please refer to this table that specifies the experience and qualifications required based on the role and the category of the project. - LINK. Note that experience and qualifications are tightly linked to the grade and complexity of the project and should not be changed.</i>	
Education:	<ul style="list-style-type: none"> • Une maîtrise ou un diplôme supérieur dans une discipline pertinente liée à la nature du projet (finance, économie, gouvernance, environnement, foresterie, biodiversité, développement, gestion de projet) est obligatoire. • Un Bachelor avec 2 années d'expérience supplémentaires dans le domaine (c'est à dire un total d'au moins 9 années d'expérience) peut être accepté en lieu et place d'une maîtrise ou d'un diplôme supérieur. • Une certification en gestion de projet (PRINCE2, PMI, etc.) sera considérée comme un atout.
Experience:	<ul style="list-style-type: none"> • Un minimum de 07 ans d'expérience dans la mise en oeuvre de projets/Programmes est exigé dont 5 ans dans la mise en oeuvre de projets environnementaux, foresterie, biodiversité et énergie. • Expérience dans la mise en œuvre et la réalisation de projets pour des organisations internationales est un atout considérable; • Expérience dans des pays en développement ou des environnements post-conflit est désirable; • Expérience de collaboration avec les entités gouvernementales, secteur privé et organisations de la société civile est un atout; • Une expérience antérieure de travail avec l'UNOPS dans la gestion de projets similaires sera considérée comme un atout ; • Une expérience dans le développement de partenariats et la mobilisation de fonds sera considérée comme un atout.
Langues	<ul style="list-style-type: none"> • Avoir une maîtrise parfaite du Français et de l'Anglais (lu, parlé et écrit) • La connaissance de l'Espagnol ou Portugais sera un atout

APPENDIX 8: Terms of Reference for studies to be conducted in Year 1 for an amount greater than 100,000 USD (draft or final versions)

Section Not Applicable as no study has been required for the preparation of this PRODOC



APPENDIX 9: Initial Request to be implemented under the TA Project

**REQUEST FOR LOGISTICAL AND TECHNICAL ASSISTANCE
CAFI REGIONAL TECHNICAL ASSISTANCE PROJECT**

Section I: General Information

Enter information in the right column

Name of the country requesting the assistance	Republic of Congo
Government entity, sectorial Ministry, civil society or private sector entity from which the request is originating from	RoC Partnership Steering Committee
Name and title of the person(s) from Government entity, sectorial Ministry, civil society or private sector entity who has/have developed the request	Name: UNICONGO Title:
Signature of the Government CAFI Focal Point in the country who has reviewed and approved the request with date	Name: Jean de Dieu Nzila Title: Secrétaire Permanent de la Coordination du partenariat avec l'Initiative pour la Forêt de l'Afrique Centrale (CAFI) en République du Congo Date: Signature:
Signature of CAFI Secretariat	Name: Title: Date: Signature:
Date of the request being sent to UNOPS	

Section II: General description of the request

Enter information in the right column

Select the type of request	Request for technical assistance (recruitment of experts and consultants)
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<p>Provide a general description of the request including the scope of the assistance activities to be undertaken</p>	<p>Objectives</p> <ul style="list-style-type: none"> - Incentivise Private Sector support to LOI commitments & National Development Plan, especially to encourage sustainable LULUCF investments ^[1] - Identify/Develop a portfolio of PS initiatives to benefit/support reaching results of CFI Private Sector Support Initiatives (Project development facility, UNOPS facility, Green Bonds, etc.)
<p>Provide an explanation for the reason for the request. (Why is this assistance needed) Select the type of request</p>	<p>1. Implementation of LOI Milestones</p>



<p>1. Explain how the request will help achieve the Letter of Intent objectives (State relevant milestone and how activity is necessary to reach it, refer to recommendations from relevant evaluations)</p> <p>2. Help facilitate access of national entities to CAFI funds (decision by government and CAFI to proceed with national entities, conduct missing assessments necessary to access funds (HACT, SEAH, SES), update existing HACT, SEAH or SES assessments or follow up on their recommendation)</p> <p>3. Help negotiate LOI or coordination structure not yet created (decision by CAFI to enter into partnership, relevant Programming framework, NIF etc.)</p>	<p>2020</p> <p>8.9 <u>A consultation framework is established between the Government and the private sector in order to take the appropriate measures to incite businesses to engage in REDD+.</u></p> <p>4.9 The actors engaged in the forestry sector are required to submit their declarations to EITI, and in particular regarding annual data on production and export, allowable cuts and forestry tax payments, for the creation of annual reconciliation reports by the independent administrator, on the basis of the commitments made by the country</p> <p>2023</p> <p>8.6 <u>A preliminary study is conducted on innovative incentives to direct private sector investments to the sustainable management of natural forest ecosystems and biodiversity, forest and agro-forestry plantations, and zero-deforestation agriculture.</u></p> <p>8.7 <u>A dialogue based on a preliminary study is conducted on foreign direct investments (FDI) and how they inform and contribute to achieving the Sustainable Development Goals and commitments to preserve forest cover</u></p> <p>2025</p> <p>3.2 Operators active in the forest, mining, hydrocarbon, agriculture, infrastructure and energy sectors (category A and B activities) show that they are complying with the legal obligations to conduct impact studies (EIA) and issue impact notifications (EIN)</p>
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<p>Describe the outputs and outcomes of the assistance received. What is this assistance expected to facilitate? (300 words max)</p>	<p>Investment portfolio identification</p> <ul style="list-style-type: none"> - Creation of a portfolio of potential investments in the field of zero-def. agriculture, clean energy & sustainable forest management identified by PS enterprises - Specific study on potential for enhancing zero-deforestation agricultural production with smallholders to meet national agro-industries needs. <p>Understanding business climate & Best incentives mechanisms</p> <ul style="list-style-type: none"> - Study on FDI (Forest, Mining, oil & Agro business) contributions to sustainable development, analysis of barriers & appropriate incentives mechanisms - Pilot & implement public/private REDD+ consultation framework <p>Engaging PS in partnership strategic dialogue</p> <ul style="list-style-type: none"> - Knowledge generation on PS barriers, needs & goals to LoI objectives implementation - Support/Advocacy to enhance transparency esp. for EITI <p>Active contribution of PS representatives in partnership & CAFI supported projects implementation</p>
<p>Provide estimated duration of the assistance activities (i.e number of days/weeks for the consultant work, duration of the event to be organized). <i>This section does not apply to procurement request</i></p>	<ul style="list-style-type: none"> - Two full time experts (consultants) over a 2 years period (international & national) to collaborate and support UNICONGO (IC contracts & travel fees supported by project + Agreement to be signed with UNOPS for hosting & support to technical coordination) - Two RFP for each study to be conducted over one year for (i) FDI env.& social contributions and (ii) Domestic crops supply basin for agro-industries - An HACT assessment to identify means of continuous support to private sector engagement beyond the 2 years period (based on results achieved)
<p>Is the activity covered in this request covered by another approved project?</p>	<p>1. No</p> <ul style="list-style-type: none"> - No such project in the pipeline but this support was identified in CAFI RoC programmatic framework adopted in 2020 and the technical ToRs were approved by the partnership Steering Committee held in December 2022



Section III: Roles and Responsibilities

This section may be filled by the Government but will be finalized by UNOPS once the request has been sent and reviewed

<p>Describe the role and responsibility of the government for the realization of the request,</p> <p><i>Select what applies to the request, additional tasks can be added to the list,if necessary</i></p>	<p>Partner UNICONGO For full time experts</p> <ul style="list-style-type: none"> - Provide technical specifications for the equipment to be purchased (computers) - Provide the profile of the experts/consultants needed - Co selection of experts at the end of the selection process (Non-objection) - Provide hosting arrangements (office space in UNICONGO office) - Terms of Reference will specify the collaboration between the UNOPS experts and UNICONGO - RFP for the studies to be conducted - Provide RFP ToRs - Non objection to proposal selected - Deliverable co validation (details of the collaboration to be specified in the ToRs)
<p>Describe the role and responsibility of UNOPS for the realization of the request (this section will be filled by UNOPS)</p>	<ul style="list-style-type: none"> - Conduct procurement processes for the purchase of equipment - Conduct recruitment process for the recruitment and deployment of experts - Conduct procurement process for the bureau d'études for the studies - Supervision of the consultants during consultants - Supervision of the bureau d'études during the studies

Section IV: Additional Information

<p>Provide the technical specification for the equipment/materials to be procured</p>	
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Provide specific information about the profile requested for expert/consultant needed under this request (i.e. field, background, expertise, education,etc)	In the ToRs to be developed
Provide detailed information about the type of event to be organized (name of the event, expected number of participants, expected location, catering service to be provided, equipment needed, printing services needed, any other relevant information)	N/A
Provide any information worth mentioning related to the request	

Section V: Request Approval Process

Section to be filled by UNOPS and CAFI

UNOPS section. Any comments related to the request for CAFI's attention	
Date of the CAFI review	
Was this activity approved as part of the AWP?	<ol style="list-style-type: none"> 1. Yes (state activity and budget line) 2. No (Needs to be presented to the Project CS)
CAFI APPROVAL OF THE REQUEST WITH COMMENTS FOR CONSIDERATION	
CAFI REJECTION OF THE REQUEST WITH COMMENTS FOR CONSIDERATION	



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Tentative Budget for this request

s/n°	Level	Duty Station	Nb	Unit Cost	Unit	Qty	TOTAL COST (USD)	YEAR 1	YEAR 2
Consultants									
International consultant	IICA-3	Brazzaville	1	\$ 13,500.00	24	1	\$ 324,000	\$ 162,000	\$ 162,000
National Consultant	LICA-10	Brazzaville	1	\$ 4,060.00	24	1	\$ 97,440	\$ 48,720	\$ 48,720
Assurance LICA				\$ 110.00	24	1	\$ 2,640	\$ 1,320	\$ 880
Provision for DSA and Mission							\$ 20,000	\$ 10,000	\$ 10,000
Sub-total							\$ 444,080	\$ 222,040	\$ 221,600
Feasibility studies									
Study on FDI (Forest, Mining, oil & Agro business) environment and contributions							\$ 280,000	\$ 280,000	\$ -
Study on Domestic crops supply basin for agro-industries							\$ 280,000	\$ 280,000	\$ -
Sub-total							\$ 560,000	\$ 560,000	\$ -
Communication and Equipment									
Computers for the consultants				\$ 1,250.00		2	\$ 2,500	\$ 2,500	
Phone credit + internet				\$ 150.00	24	2	\$ 7,200	\$ 3,600	\$ 3,600
Sub-total							\$ 9,700	\$ 6,100	\$ 3,600
TOTAL							\$ 1,013,780	\$ 788,140	\$ 225,200

[1] *L'Etat qui était jusque-là très présent dans la majorité des secteurs économiques, mise désormais sur la dynamisation accrue du secteur privé, et s'est progressivement désengagé de la gestion des activités productives. L'entreprise et le secteur productif privé se situent au premier rang de la stratégie globale de développement économique du Gouvernement comme moteur de la croissance (source : National Development Plan)*