



Annex C1: Twinning Fiche

Project title: Environment and climate change mainstreaming in national development strategies and policies

Beneficiary administration: Environment Quality Authority

Twining Reference: "PS 21 NDICI EN 01 23 R"

Publication notice reference: EuropeAid/177560/DD/ACT/PS

EU funded project

TWINNING TOOL

1. Basic Information

1.1 Programme:

PEGASE: Direct Financial Support to Recurrent Expenditures of the Palestinian Authority 2021 ACT-60627 – NEAR-GEO-NEAR 2022/044-383. Direct management.

1.2 Twinning Sector: Environment (EN).

1.3 EU funded budget: EUR 1,500,000

1.4 Sustainable Development Goals (SDGs):

Goal 13: Climate action, in particular target 13.2 *Integrate climate change measures into national policies, strategies and planning.*

2. Objectives

2.1 Overall Objective(s):

The overall objective is to mainstream environment and climate change in the national planning processes, along the operationalization of the sectoral strategies.

Ultimately, contributing to highlight environment and climate change concerns and opportunities in the sectors' strategies and plans, giving additional attention to those priorities. In practical terms, the expertise provided by the programme should support EQA's efforts to improve coordination and assistance to relevant stakeholders in Palestine¹, contributing to a more effective and efficient mainstreaming, and emphasising the importance and urgency of protecting the environment and fighting climate change.

2.2 Specific objective:

The specific objective is to develop, validate and support the utilization of new guidelines for environment and climate change mainstreaming.

The project would assess the methodology used for the preparation of the existing Cross Sectoral Environmental Strategy and recommend possible improvements, leading to the elaboration of more suitable guidelines to be used in the design of sectoral strategies, policies and investment plans, responding to Palestinian environment and climate change priorities. Indicative areas for these assessment and improvements could include:

- Timeframe for planning (in relation with the start of the planning cycle);
- Content (whether the methodology should tackle other issues or not);
- Levels of necessary detail in the templates;
- Implementation tools and commitment arrangements;
- Monitoring methods and tools;
- Analysis of relevant stakeholders;
- Arrangements for timing, frequency and content of consultations;
- Coordination and cooperation efficiency.

Based on the results of the assessment, participatory and exhaustive in the analysis of the current processes, new operational guidelines for mainstreaming would be proposed. An initial version of this guidelines should be rolled out in a few sectoral pilots, which will be reviewed for final adjustments and methodological validation, before being formally endorsed by the EQA.

¹ The designation of Palestine shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States.

In resume, the project is expected to examine the process of mainstreaming so far, and to produce and roll out new methodological guidelines to be used by the different sectors when mainstreaming environment and climate change priorities.

2.3 The elements targeted in strategic documents i.e. National Development Plan/ Cooperation agreement/ Association Agreement/ Sector reform strategy and related Action Plans:

In the National Policy Agenda for the state of Palestine 2017-2022, the environment and climate change dimensions are part of Pillar 3, Sustainable Development. This pillar included five national priorities and twenty national policies. Ensuring sustainable environment and adapting to the climate change national policy is among those national policies. In the planning processes translating the national policy agenda to sectors strategies and plans, the environment and climate change thematic were highlighted. A cabinet decision considered environment as a cross-sectoral theme, obliging the sectors strategies and plans to ensure the mainstreaming of environment and climate change.

Environmental Planning is one of the roles and responsibilities of the Environment Quality Authority (EQA) among other roles that should carry out according to the environment law no 7/1999. Before year 2017 environment was considered as one of the development sectors, and hence special strategies for this sector had been done accordingly. In the last planning cycle 2017-2022, as mentioned, the cabinet considered Environment, among few other sectors, as a cross-cutting sector, and hence a “Cross Sectoral Environmental Strategy” was prepared. According to it, all sectors should mainstream Environment in their strategies, reflecting the specific roles they should play in terms of policies, results, targets, and indicators. At this stage, and despite the efforts of EQA and from a few sectors, the task of mainstreaming is still incomplete, and not sufficiently monitored as required from the cabinet.

The national determined contributions (NDCs), corresponding to climate change targets set by Palestine within the Paris Agreement, are a clear example of a key environmental dimension mainstreamed along other sectors. Palestine already made some progress on these commitments, with several mitigation and adaptation sectoral plans developed in the last years constituting a useful reference in term of content, methodology, and monitoring for the wider mainstreaming processes.

3. Description

3.1 Background and justification:

Palestinian National Authority

The Palestinian National Authority (PNA) was formed in 1994, pursuant to the Oslo Accords between the Palestine Liberation Organisation (PLO) and the Government of Israel, as a five-year interim body with limited control over Palestinian Areas A and B. In May 1999, the framework expired without a resolution regarding the final status. However, even though its domestic legitimacy has suffered, the PNA is still treated as if it enjoys a continuing legal mandate. The PNA leadership, while dealing with a tense political, socioeconomic and fiscal environment, was able to establish itself as one of the main change agents in the political process and build the basis for a robust and accountable public sector along with the development of civil society. Budgetary reforms in 2006/2007 occurred in the field of budget process, accounting system and reporting, budget execution, cash management, audit and control, and fiscal policy.

The financial situation of the PNA has remained precarious, and the sustainability of the fiscal situation is a matter of concern, mainly because of increasing government consumption, an inflated public sector wage bill, expanding social transfer schemes and

rising net lending. Due to the difficult financial position, on occasions, the Palestinian State had been unable to pay in full public sector workers, occasionally leading to strikes.

Features of the Sector

The EQA, established in 1996 as Palestinian Environment Authority (PENA), became in 1998 the Ministry of Environmental Affairs (MENA), and later in 2002 the Environment Quality Authority (EQA), the current designation only briefly interrupted in 2012-13 when it was again a Ministry. Despite the different names, the mandate and role of the institution didn't change along this period, with the exception of being part of the Cabinet when designated as a Ministry. The Environment Law no.7/1999, which regulated for the first time the environment sector in Palestine, was slightly amended in 2012 and 2022.

The EQA lead the environment sector and ensure the implementation of the objectives of the Law 7/1999, which are: protection of the environment against all forms and types of pollution; protection of public health and welfare; insertion of the bases of environmental protection in social and economic development plans; encouragement of sustainable development while preserving the rights of future generations; protection of biodiversity and environmentally sensitive areas; restoration of environmentally harmed areas; and promotion of data collection, analysis and publication of environment related information, raising public awareness of environmental problems.

Legal, Policy and Institutional Framework

As the main legal document clarifying the role and responsibilities of EQA, the articles in the Law 7/1999 describe the expected coordination and cooperation among stakeholders to protect the environment and fulfil the objectives of the law. The institutional hierarchies in the EQA were defined and endorsed by the Cabinet in 2005, 2013, and 2021. The technical general directorates, in line with their mandates, should work in an integrated manner with all stakeholders, including other public actors and institutions relevant to this crosscutting challenges.

Audit mandate

Environmental approvals are essential documents given for different projects and facilities according to the law 7/1999. Those are mainly based on environment impact assessment (EIA) or preliminary environment impact assessment (PEIA) that investors submit to EQA as a prerequisite to receive the environmental approval. That is valid for the new projects or facilities, while for the old ones which do not have an environmental approval and were built before the law itself, the regulation asked for an environmental audit (EA). This audit should examine whether the facility is following the environmental directives and, if relevant, what new requirements to apply.

Staffing and offices

The EQA has its headquarters in Ramallah, where it employs around 120 people, including 70 technical staff and other support and administrative personnel. There are office branches in all the governorates of the West Bank, and one office in Gaza, which is not operative since the split between Fatah and Hamas in 2007, although salaries continue to be paid. Because these offices are located in buildings not always adequate, and in some cases requiring urgent improvements and maintenance, EQA is considering to move into new facilities, including for its headquarters in Ramallah.

The number of technical staff, recruited through the General Personnel Council (GPC), is insufficient to respond adequately to EQA's existing mandate. This is a chronic problem, unfortunately common as well in other government institutions. EQA's Chairperson retains overall responsibility, approving and supervising through the general directorates all activities and tasks of the institution. The Chairperson is responsible to give the environmental approvals at the end of a detailed process and methodology. Existing departments for public relations, internal audit, and legal issues, are directly associated with the Chairperson, which is also supported by two special advisers, including one for climate change.

3.2 Ongoing reforms:

The EQA continuously work with all stakeholders in the development of the environment sector. In the last years, and as climate change became a central issue at global, regional and national levels, EQA decide to review the environmental law no.7/1999 to better integrate climate change. The updated law was issued in the end of 2021, endorsing clear roles and responsibilities for the national climate change committee, and a new directorate for climate change and disasters was inserted in EQA's organigram.

The Cabinet of Ministers reiterated in May 2022 its previous decision on mainstreaming environment and climate change along the national strategies and policies, requesting the ministries and other government institutions to progress faster in this regard.

The State of Palestine is a party to fourteen multilateral environmental agreements, among them climate change, biodiversity, and the Basel and Stockholm conventions, with EQA leading the work in the correspondent alignment of national legislation.

As part of EQA's efforts to engage with other key stakeholders in the protection of the environment, the institution recently concluded an extensive capacity building program supported by Sweden for entities such as the Customs Police, Environmental Police, General Attorney, Civil Defence, and to the Regional Health Committees in all governorates.

3.3 Linked activities:

Development cooperation partners

The interest and support to the environmental sector have been growing in the last years, with many international partners contributing to the capacity of EQA to carry its roles and mandate.

Among those, a particular mention to the Swedish International Developmental Agency (Sida), as the only development partner providing a long-term and wide institutional support to EQA. Other important partners include: the European Union, Belgium, Italy, United Nations Environmental Program (UNEP), Green Climate Fund (GCF), NDC Partnership, and United Nations Development Program (UNDP).

The EQA presently benefits from the Water and Environment Support (WES) programme, an EU funded regional project providing capacity building and focused in waste and wastewater management, and green economy (the updating of the medical waste master plan and support in managing construction demolition wastes are two recent

examples). Additional support from the EU is expected during the coming years, mostly along EQA's closer engagement in the implementation of private sector programmes focused in promoting green investments and circular economy, but also regarding institutional capacities and partnerships.

Sweden (Sida) finance a strategic support program to EQA, helping to implement the "Strengthening Palestinian Environmental Action Program" for the period 2018-2022. The overall objectives are to improve the protection of the environment in Palestine and to support EQA to fulfil its role as lead and regulatory institution in the sector. The program includes four strategic results:

- i. Improved environmental governance;
- ii. Improved capacity to manage environmental pollution;
- iii. Improved capacity for natural resource protection; and
- iv. Improved public awareness and flow of information.

Italy, through the Ministry of Ecological Transition, funded EQA to review and update the National Biodiversity Strategy for the period 2020-2022, including its action plan, to develop the sixth national report on biodiversity, and to improve EQA's capacities in GIS.

Belgium supported EQA in the last years with the preparation of several NDC sector implementation plans, a step facilitating the prioritization and detailed operationalization of future investments. This support included the recruitment of a national in-country facilitator for the NDC partnership.

UNEP, as the official international body leading the environmental agenda and main global initiatives, is a key international partner of the EQA. Most communication happen with UNEP's regional office for West Asia, based in Beirut (previously in Bahrain). UNEP chaired the United Nations Environment Assembly (UNEA) and is responsible for monitoring the International Environment Agreements/Conventions in which EQA represents the State of Palestine.

National partners and stakeholders

Since Environment is a crosscutting issue/theme, all national bodies (ministries and other public institutions) are potentially relevant stakeholders to EQA, being important to ensure a practical integration of roles and mutual responsibilities. Similarly, efforts are being spent to promote a more robust and tangible relation with the private sector, the main source of investments with significant environment impacts, to be prevented or minimized. Also the NGOs and civil society organizations are key stakeholders, contributing to the implementation of the national environmental priorities in coordination with EQA. At this stage, EQA is revisiting the institutional partnerships and collaboration frameworks with other stakeholders, expecting to increase its efficiency and impact. Lastly, the Palestinian media, newspapers, TV and radio are as well essential stakeholders, investigating and reporting on the environment and climate thematic, and informing the public about EQA's role and performance.

3.4 List of applicable *Union acquis*/standards/norms:

Within Chapter 27 - Environment and Climate Change, and in particular the framework defined by the "European Climate Law" (Regulation (EU) 2021/1119) for achieving climate neutrality. In practical terms it seeks reference from European member states methodological guidelines and best practices on cross-sectoral integration/mainstreaming of environment and climate change dimensions into national policy, planning and budgeting processes.

3.5 Components and results per component

Mandatory result 1 (component 1):

Assessment of the current status of environment and climate change mainstreaming in the sectoral strategies.

All strategies must be reviewed in order to understand whether and how they address the mainstreaming commitments along its objectives, policies, action and investment plans. The assessment should include the following results:

- Gaps in the sectors strategies regarding the environment mainstreaming;
- Needs from other sectors to be able to mainstream environment and climate change;
- Recommendations in order to improve the methodology and procedures of mainstreaming.

Mandatory result 2 (component 2):

Development of environment and climate change mainstreaming guidelines.

Following the assessment mentioned above, and its recommendations regarding the procedures and methodology, a mainstreaming guideline should be prepared, focused on facilitating the adoption of best mainstreaming practices by other sectoral institutions. In order to ensure the relevance and functionality of the guideline for the target groups, the following results are foreseen:

- Participatory consultation workshops with the relevant stakeholders;
- Elaboration of the mainstreaming guideline;
- Enhancing relevant capacity for EQA and other stakeholders' staff to apply the guideline.

Mandatory result 3 (component 3):

Apply the mainstreaming guidelines on the strategic, policy and planning frameworks of two or three pilot sectors.

Essentially a validation process, examining the relevance and workability of the document in the Palestinian context, looking into the robustness of the methodology, quality of templates and checklists, etc. The sectors will be selected according to criteria proposed by the RTA and endorsed by EQA. Among others, the following aspects should be considered: i) importance of environment and climate change for the sector as defined in the national policies/legislation; ii) links to the biodiversity agenda; iii) relevance to the NDC report and Measurement, Reporting and Verification (MRV).

Mandatory result 4 (component 4):

Review the guidelines according to the validation exercise.

A new tuned guideline should be produced based on the analysis of the pilot implementation described in component 3 above. Additional consultation workshops might be considered at this stage, promoting a broader ownership from the stakeholders and full transparency. The final guideline should be verified and endorsed by EQA. It is worth mentioning that this guideline should include all the necessary templates and checklists for reporting back on the sectoral mainstreaming results. A plan for the roll-out of the guidelines, including possible additional training, should also be contemplated.

3.6 Means/input from the EU Member State Partner Administration(s):

The implementation of the project requires one Project Leader (PL) who will be responsible for supervising and coordinating the twinning project. The Project Leader will be supported by one Resident Twinning Advisor (RTA) who will work on-site with the beneficiaries' administrations and who will be responsible for the management and implementation of the project activities. The RTA will work directly with the EQA. The implementation of the project may require component leaders (CLs) and a pool of short-term experts (STEs) within the limits of the budget.

In addition to the RTA, PL, CL(s), and STEs, the twinning project will finance an English/Arabic speaking assistant to the RTA. The assistant will be recruited locally and will work full-time during the project. The RTA will be supported by the project assistant who will be performing general project duties and providing translation and interpretation services as necessary. Until the RTA can select and hire an assistant, the beneficiary administration makes a member of its staff available to support the RTA in daily tasks.

The interested member state will present a proposal detailing their strategy, methodology, approach, timetable, structure, and the quality of the expertise to be mobilised and should clearly show the administrative structure and capacity of the Member State entity and personnel. The interested Member State(s) shall include in their proposal the CVs of the designated PL and the RTA, as well as the CVs of the potentially designated CLs. In addition to the inclusion of a general description of the anticipated activities that will be further developed in cooperation with the twinning partner.

3.6.1 Profile and tasks of the PL:

The Project Leader will be responsible for the overall planning and implementation of the Member States' inputs in this twinning project. The MS Project leader (PL) will, in cooperation with the EQA's appointed PL, be responsible for the organisation and functioning of the project's Steering Committee, which includes the RTA and representatives of the leadership of EQA and the EU Delegation (EUD). The PL should be an experienced in administration/ planning with qualified experience in capacity building and with senior status within his organisation. He/she should also have a knowledge of planning standards and guidelines, as well as good leadership skills.

Qualifications and skills required:

- University Degree, related to the assignment, or equivalent professional experience of 8 years in public sector governance and planning (senior level);
- At least 3 years of experience in mainstreaming / policies and planning, including capacity building and institutional development; additional relevant professional experience will be considered as an asset;
- Fluent written and spoken English;
- Previous experience in supervising projects;
- Experience in the Environment field.

Tasks:

- Overall management and coordination of the twinning project, in cooperation with beneficiary PL, including the deployment of component leaders and short-term experts;
- Ensure timely and effective implementation of the project and achievements of results;
- Ensure efficient use of the project resources and inputs;
- Ensure compliance with EU requirements;

- He/she will, together with the beneficiary PL, be responsible for the modification of the project work plan as deemed necessary during the life time of the project;
- Co-chair the regular project Steering Committee meetings with the beneficiary country PL;
- Communicate with the beneficiaries and the EUD;
- Responsible for interim and other needed reports among which the final report, on which the beneficiary PL may give some support;
- Participation in communication and visibility activities is expected.

3.6.2 Profile and tasks of the RTA:

One Resident Twinning Advisor (RTA) will be appointed and will reside in Palestine for 24 months and will work on the EQA premises in Ramallah under the supervision of the Member State Project Leader and the EQA Project leader.

Qualifications and skills required for the RTA to the EQA:

- University Degree related to the assignment, or equivalent of professional relevant experience of 8 years;
- Proven contractual relation to a public administration or mandated body;
- Minimum 3 years of experience in planning and preferably in mainstreaming / policies making; additional experience will be considered as an asset;
- Proficient in written and spoken English is a must;
- Good communication skills;
- Previous experience in environmental planning, monitoring and inspection, or legislative processes;
- Knowledge of the regional context is an asset.

Tasks:

The RTA is expected to carry out the following tasks during his/her full-time working period:

- On the basis of the results framework and the proposed activity plan, draft the initial work plan in close cooperation with all relevant actors and based on the expected results of the project;
- The RTA should ensure continuous coordination on the overall implementation of project activities with regular updates;
- Provide technical assistance and advice to the representatives of beneficiary administration, including transfer of knowhow and experience (on job) to the staff of EQA who are working with him/ her on the tasks;
- Coordinate all project activities and experts' inputs in the EQA, including experts' reports; Organise all project activities, such as, workshops, study visits, trainings, meetings, consultations and internships, etc.;
- Together with the MS Project Leader and the EQA Project Leader, mobilise and supervise the short-term experts and component leaders, if any;
- Prepare quarterly meetings and project forum meetings;
- Regularly update the work plan and transmit project updates to the project Steering Committee under the authority of the Member State and EQA Project Leaders;
- Draft the progress reports to be finalized by the PL, and maintain a continuous review of activities and provide regular progress reports as required to the beneficiary and keep the PLs informed and propose corrective actions if necessary;
- The RTA should draft and prepare all written documents/ deliverables expected from this advisory work.

RTA Counterpart:

The EQA will assign an RTA counterpart, who will ensure close cooperation regarding the day-to-day implementation of the twinning project tasks from the beneficiary side. The role of the MS RTAs and EQA counterpart are complementary.

3.6.3 Profile and tasks of Component Leaders:

General Qualifications and Skills required of the Component Leaders:

- A university degree related to the assignment or equivalent experience of 8 years in the related field;
- Minimum 3 years of experience in relevant component areas;
- Good working knowledge of written and spoken English;
- Good communication and presentation skills.

The Component Leaders are expected to carry out the following **tasks** during his/her full-time working period:

- On the basis of the results framework and the proposed activity plan, provide inputs to the initial work plan in close cooperation with the RTA and all relevant actors and based on the expected results of the components;
- Ensure timely implementation of the components' activities;
- Provide technical assistance and advice to the representatives of beneficiary administration;
- Coordinate all component events, including workshops, study visits, trainings and internships, etc.;
- Contribute to mobilisation and supervision of the short-term experts for the component;
- Coordinate all component activities and experts' inputs in the EQA, including experts' reports;
- Contribute to preparation of the project review meetings;
- Regularly update the component's work plan and transmit project updates to the RTA in view of presenting to the project Steering Committee under the authority of the Member State and EQA Project Leaders;
- Draft components' progress reports to be consolidated by the RTA and finalized by the PL;
- Maintain a continuous review of components' activities and provide regular progress reports as required to the beneficiary and keep the PLs informed.

3.6.4 Profile and tasks of other short-term experts:

Short term experts will be made available for the implementation of the twinning project, working under the overall responsibility of the Member State PL and the coordination and supervision of the RTA. Short-term experts are expected to perform specific tasks/activities. The detailed expert input shall be established when setting the Twinning work plan.

General Qualifications and Skills required of the short-term experts:

- A university degree or equivalent professional experience of at least 8 years;
- A minimum of 3 years' experience in the respective field;
- Good working knowledge of written and spoken English;
- Good communication skills.

4. Budget

The maximum EU contribution to this Twinning project is EUR 1,500,000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting:

The Office of the European Union Representative (West Bank and Gaza Strip, UNRWA) will be responsible for tendering and contracting.

Contact person: João ANSELMO

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5.2 Institutional framework

The Twinning project will support one beneficiary, the EQA, who will coordinate and collaborate closely with related stakeholders to ensure effective and efficient implementation of the project and achievement of results.

5.3 Counterparts in the Beneficiary administration:

The PL and RTA counterparts will be staff of the Beneficiary administration and will be actively involved in the management and coordination of the project.

5.3.1 Contact person:

Mr. Ahmed Abu Thaher

Director General of Projects and International Relations

Ramallah, State of Palestine

5.3.2 PL counterpart

PL counterpart for EQA

Mr. Zaghoul Samhan

Title: Director General of Policies and Planning

Ramallah, State of Palestine

5.3.3 RTA counterpart

Ms. Dalia El Amlah

Title: Environmental Engineer/ Planning department

Ramallah, State of Palestine

6. Duration of the project

The project duration will be 24 months.

7. Management and reporting²

7.1 Language

The official language of the project is the one used as contract language under the instrument (English).

All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

² Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The twinning project objectives and activities respond and contribute to the strategic plan of the EQA (Strategic Plan for EQA 2017-2021, update for the period 2020-2023), and to the identified objectives and priorities set out in the national strategy for Palestine (State of Palestine, National Policy Agenda, 2017-2022, issued December 2016), and in addition to the Nationally Determined Contribution (NDC) Report submitted in 2021 to the UNFCCC. Concurrently, the action is aligned to the European Joint Strategy in support of Palestine 2017-2020.

The project should contribute to the capacity and efficiency of the EQA, and expectantly create and support an institutional development dynamic in the organisation. By the end of the project, the EQA will be able in cooperation with other relevant stakeholders to use the new guidelines, making environment and climate change mainstreaming easier and widely accepted. This methodological tool, with its possible updates, should remain an essential reference for environment crosscutting along the national planning processes. Moreover, the on-job training for the EQA staff directly involved in the project, the capacity building of the Palestinian counterparts and EQA's staff in general, will be important enablers of continuous technical progress and institutional commitment.

9. Crosscutting issues

Civil Society/Stakeholder involvement

The active participation of civil society organizations, crucial for EQA's ability to develop and implement a cross-cutting strategy in the field, and an efficient relation with private sector investors in industrial and infrastructure facilities, are both important components to be strengthened and utilized in the national efforts to promote and protect the environment. With the purpose of promoting a stronger engagement of other stakeholders, EQA recently announced an initiative to form a wide consultative platform including public and private sectors, non-governmental and civil society organizations, academic institutions, and representatives of some interest groups (youth, women, etc.), working as a think-tank for the analyse and discussion of environment strategies, policies, and plans.

Equal Opportunities and non-discrimination

Promoting a gender diverse workplace will be a strong element in strengthening the institutional capacity of the EQA. The project should support equal opportunities at the

workplace, mainly by facilitating women's access to all areas of activities in the institution, including the higher levels of responsibility and decision.

Environment and climate change

During implementation the project is expected to mitigate its impact on the environment by promoting efficient procedures, within the circular economy and low carbon transition principles, adopting recycling methods, monitoring energy consumption, etc. In addition, disaster resilience and risk prevention and management should be integrated in the planning and implementation of the project.

10. Conditionality and sequencing

The project includes the following key condition:

Capacity building requires sustained ownership and strategic commitment from the EQA and significant investment in terms of resources and expertise. Adequate infrastructure and logistical capacities are available and therefore the beneficiary is fully committed to implementing the project. The EQA will appoint adequate, qualified and competent staff to participate in the project implementation, as well as allocate appropriate working space and facilities.

11. Indicators for performance measurement

The twinning is meant to contribute to the PA targets, as such it will contribute to achieve:

Mandatory result 1 (component 1):

Assessment of the current status of environment and climate change mainstreaming in the sectoral strategies

- *Indicator 1.1:* Gaps regarding environment and climate change mainstreaming in sectoral strategies are identified
- *Indicator 1.2:* Strengths and opportunities in other sectoral strategies defined
- *Indicator 1.3:* Needs of other sectors to mainstream defined
- *Indicator 1.4:* Recommendations to improve the mainstreaming of environment and climate change provided

Mandatory result 2 (component 2):

Development of environment and climate change mainstreaming guidelines

- *Indicator 2.1:* Mainstreaming guidelines drafted in line with international standards
- *Indicator 2.2:* Number of EQA and other stakeholders staff trained on the use of methods and tools of the guidelines
- *Indicator 2.3:* Percentage of trained staff who have acquired sufficient capacity to conduct the mainstreaming according to the guidelines
- *Indicator 2.4:* Number of EQA staff participating in study visits as part of the capacity building and experience exchange

Mandatory result 3 (component 3):

Apply the mainstreaming guidelines on the strategic, policy and planning frameworks of two or three sectors

- *Indicator 3.1:* Appropriate and comprehensible guidelines are available for piloting to selected sectors
- *Indicator 3.2:* Roles, tasks and responsibilities clearly defined for EQA and selected stakeholders
- *Indicator 3.3:* Number of EQA and selected stakeholders staff engaging in complementary and sector focused training on the use of the guidelines

- *Indicator 3.4*: Percentage of trained staff receiving on-the-job support while applying the guidelines in the selected sectors

Mandatory result 4 (component 4):

Review the guidelines according to the validation exercise

- *Indicator 4.1*: Reviewed and tuned guideline available
- *Indicator 4.2*: Reviewed and tuned roles, tasks and responsibilities defined and endorsed for EQA and other stakeholders

12. Facilities available

The beneficiary will make available the necessary infrastructure for Member State(s)'s experts to carry out their tasks. The beneficiary should provide equipped office space for the RTA, RTA assistant and short-term experts. The beneficiary is expected to set up an office unit dedicated to the implementation of the project and to make available, free of charge, meeting rooms and training spaces for the implementation of project activities, as well as conference facilities, unless it is justified to use other rented premises.

Annex C1a: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	Mainstream environment and climate change in the national planning processes, along the operationalization of the sectoral strategies	<ul style="list-style-type: none"> • Progress on NDC sectoral commitments • Progress towards complying with Multi-lateral Environmental Agreements (MEA's) 	<ul style="list-style-type: none"> • NDC report • National reports submitted to the MEA's 		
Specific (Project) Objective(s)	Develop, validate and support the utilization of new guidelines for environment and climate change mainstreaming	<ul style="list-style-type: none"> • I SO 1. Number of public entities start using the guidelines (baseline: 0; target: 3) 	<ul style="list-style-type: none"> • EQA annual reporting • Project final report 	Intensification of political and financial crisis	<ul style="list-style-type: none"> • Other regulatory constrains addressed • Easier access to environment and climate finance
Mandatory results/outputs by components	MR1 – Assessment of the current status of environment and climate change mainstreaming in the sectoral strategies	<ul style="list-style-type: none"> • I 1.1: Gaps regarding environment and climate change mainstreaming in other sectoral strategies are identified (baseline: 0; target: at least 3 per sector strategy) • I 1.2: Strengths and opportunities in other sectoral strategies defined (baseline: 0; target: at least 3 per sector strategy) • I 1.3: Needs of other sectors to mainstream defined (baseline: 0; target: at least 3 per sector strategy) • I 1.4: Recommendations to improve the mainstreaming of environment and climate change provided (baseline: 0; target: to be defined) 	<ul style="list-style-type: none"> • Project internal reporting (inception, quarterly and final) 		<ul style="list-style-type: none"> • Institutional capacities sustained • Retention of internal talent • Financial resources stabilized

	<p>MR2 – Development of environment and climate change mainstreaming guidelines</p>	<ul style="list-style-type: none"> • I 2.1: Mainstreaming guidelines developed in line with international standards (baseline: 0; target: 2) • I 2.2: Number of EQA and other stakeholders staff trained on the use of methods and tools of the guidelines (baseline: 0; target: 30-40) • I 2.3: Percentage of trained staff who have demonstrated ability to conduct the mainstreaming according to the guidelines (baseline: 0; target: 50%) • I 2.4: Number of EQA staff participating in study visits as part of the capacity building and experience exchange (baseline: 0; target: 8) 	<ul style="list-style-type: none"> • Project internal reporting (inception, quarterly and final) 		
	<p>MR3 – Apply the mainstreaming guidelines on the strategic, policy and planning frameworks of two or three sectors</p>	<ul style="list-style-type: none"> • I 3.1: Appropriate and comprehensible guidelines are available (baseline: 0; target: 1) • I 3.2: Roles, tasks and responsibilities clearly defined for EQA and selected stakeholders (baseline: 0; target: to be defined) • I 3.3: Number of EQA and selected stakeholders staff trained on the use of the guidelines (baseline: 0; target: 30-40) • I 3.4: Percentage of trained staff receiving on-the-job support while applying the guidelines in the selected sectors (baseline: 0; target: 40%) 	<ul style="list-style-type: none"> • Project internal reporting (inception, quarterly and final) 		

	MR4 – Review the guidelines according to the validation exercise	<ul style="list-style-type: none"> • I 4.1: Reviewed and tuned guidelines available (baseline: 0; target: 1) • I 4.2: Reviewed and tuned roles, tasks and responsibilities defined and endorsed for EQA and other stakeholders (baseline: 0; target: to be defined) 	<ul style="list-style-type: none"> • Project internal reporting (inception, quarterly and final) 		
Sub-results per component (optional and indicative)					