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**Report of the joint field visit to the Republic of Djibouti of the Executive Boards  
of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP  
18 to 22 March 2012**

## **I. Introduction**

1. A delegation of 19 members of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women undertook this first joint field visit to Djibouti from 18 to 22 March 2012. The purpose of the visit was to see how the United Nations country team (UNCT) is operating and coordinating in Djibouti and how the United Nations supports government priorities in tackling the humanitarian and development challenges. Djibouti, a least developed country (LDC), was selected for the field visit due to its efforts to achieve the Millennium Development Goals (MDGs) in the face of ongoing humanitarian and development challenges in the areas of food security, climate change, environment, energy and water.

2. Meetings were held with a range of stakeholders including government (Prime Minister, Ministers and senior officials from the Ministries of Foreign Affairs, Finance and Planning, Health, National Solidarity, Environment, Energy, Water and Mineral Resources, Agriculture and Fisheries, the Interior; President of the National Assembly and parliamentarians), civil society, representatives of local embassies, the private sector and the UNCT.
3. Site visits took place to projects in Arta related to the accelerated MDG framework on maternal and neonatal health; to a therapeutic nutritional centre in Balbala, and to Ali Adeh refugee camp in the context of humanitarian services.
4. The field visit provided an understanding of the link between global processes such as the United Nations Conference on Sustainable Development (UNCSD) 2012, the quadrennial comprehensive policy review (QCPR) of the operational activities of the United Nations and the post-2015 United Nations development agenda and activity at the grassroots level.
5. The United Nations country team consists of eight agencies (UNDP, UNICEF, UNFPA, WFP, WHO, UNESCO, FAO, UNHCR). The IMF also has representation in Djibouti. The World Bank, UN-Women and UNOPS are not present in the country. With regard to UNFPA, the Assistant Representative reports on programming to the Country Director, who is also the Regional Director based in Cairo. In addition, the UNFPA Assistant Representative meets with the Resident Coordinator regularly on coordination issues and participates in all UNCT meetings. UNDP undertakes the role of United Nations coordination. Currently, there are two areas of joint programming -- human rights support programme (UNDP, UNICEF, and OHCHR) and water harvesting and sustainable land management (UNDP, IFAD and WFP). The United Nations system instigated the United Nations Development Assistance Framework (UNDAF)/common country assessment (CCA), 2013-2017 process which is aligned to national priorities as set out in the Initiative Nationale Pour le Développement Social – INDS (2008-2012). Inter-agency collaboration also takes place on issues including gender, HIV/AIDS and female genital mutilation/cutting (FGM/C). The visit was timely in coinciding with the new UNDAF, 2013-2017 for Djibouti and ongoing preparation of the country programme 2013-2017.
6. The delegation expresses its appreciation to the Government of Djibouti for the opportunity to carry out this mission and for facilitating the visit programme. Appreciation is extended to the UNCT for organizing a comprehensive and well-prepared programme and for making all the necessary arrangements.

## **II. Country context**

7. Development in Djibouti faces significant challenges as set out in statistics provided by UNCT and individual Ministers. While there is relative political stability, unemployment stands at 60 per cent and 47 per cent of the population are under 18 years of age, out of a total estimated population of 820, 000. With 90 per cent of the country's food

imported, Djibouti faces the problem of structural food insecurity in both rural and urban areas. Despite significant progress made in decreasing the rate of global acute malnutrition (down from almost 17 per cent in 2007 to 10 per cent in 2010), chronic malnutrition remains prevalent in rural areas and among children under five. The national rate of stunting reached 30 per cent in 2010.

8. Climate change in the form of more frequent and severe drought coupled with instability in the region has contributed to a humanitarian situation which has seen increased inward migration and refugee flow. The health services of Djibouti are largely provided by the public sector through the Ministry of Health. Key challenges include efforts to combat the HIV/AIDS rate of 2.9 per cent. The average life expectancy at birth has steadily increased in Djibouti from 48 years in 1980 to an estimated 55 years in 2008. However, maternal mortality remains high at 300 deaths per 100, 000 as estimated by WHO, UNFPA, UNICEF and the World Bank. UNFPA activities include efforts to improve access to quality reproductive healthcare.

9. Economic growth remained stable in 2011 at 4.6 per cent and projected growth for 2012 is 5.1 per cent. However, poverty affects 70 per cent of the population, with extreme poverty affecting 47 per cent. The Human Development Index for Djibouti was 0.403 in 2010 with a global ranking of 147 out of 177 countries. It was 0.430 in 2011 with a ranking of 165 out of 187 countries.

10. The main economic activity is in the Port of Djibouti with the country dependent on port services for 76 per cent of GDP. Other economic activity depends largely on the proximity to the Ethiopian market for which it is the major port, a large foreign expatriate community, and its strategic location on the busy shipping route between the Mediterranean Sea and the Indian Ocean. Approximately 60 per cent of all commercial ships in the world use Djibouti waters. Agriculture and industry are little developed, in part due to the harsh climate, high production costs, unskilled labour, and limited natural resources. The arid soil is unproductive with 89 per cent of the country desert. Ten per cent is pasture and 1 per cent is forested. The port is also a crucial hub for deliveries of food aid to the region and a major part of WFP activities in Djibouti is managing deliveries of food aid to and from this hub.

11. In the course of the visit it was acknowledged by the Government and the United Nations country team that the MDGs will remain for the most part unmet in Djibouti. The UNCT is optimistic that MDGs 2 (universal primary education) and 3 (promotion of gender equality and empowerment of women) are achievable. Enabling factors include the fact that remaining in the education system is compulsory to the age of 16. The President and Prime Minister have also pronounced the achievement of gender equality and the empowerment of women as a priority.

### **III. Coordination between United Nations agencies, government and other stakeholders**

12. The delegation met and interacted primarily with representatives of United Nations funds and programmes during the visit and to a much lesser extent with the other members of the United Nations country team. Our assessments of the UNCT are therefore primarily based on our interaction with the funds and programmes. From this perspective the delegation was presented with evidence that the team is working in a coherent and coordinated manner to fulfill their respective mandates. In response to comments raised by government figures that there is room for better coordination amongst the UNCT as well as between the team and the Government, the delegation would encourage the team to enhance the visibility of existing joint work. With regard to the issue of youth employment strategies, it is suggested that the UNCT could consult within the United Nations system to consider how best it can support the government. UNDP support for the government in relation to debt management training is also noted and it is suggested that scope for IMF involvement here also be explored.

13. The Ministry of Foreign Affairs has been the entry point for the UNCT to the government system. At the national level a new structure for coordination was announced during the course of the visit by the Minister of Foreign Affairs. This envisages the coordination role of government being carried out jointly by the Foreign Ministry and the Ministry for Finance and Planning. The delegation welcomed the development of a coordination mechanism as an important step towards greater cooperation between the Government and the UNCT. The Prime Minister informed the delegation that responsibility for coordination of humanitarian affairs has been assigned to the Interior Ministry as part of stepped-up efforts in response to the problem. Discussion with civil society also revealed that greater UNCT contact would be important; they spoke positively of engagement in the preparation of the UNDAF but noted that little contact had taken place since, leaving them unclear of their role in the process.

14. A review of the new UNDAF, 2013-2017 and its predecessor (2008-2012) highlights the ongoing linkage between United Nations activities and national planning. The main government policy in this regard is INDS -- Initiative Nationale Pour le Développement Social (2008-2012) with the allied frameworks the *Vision 2035* and *Top 100 Priorities*. The UNDAF, 2008-2012 had three areas of intervention with clear alignment with the INDS. These were local development, access to better basic social services, and promotion of governance and partnership in a participative manner. In 2011, the UNCT and the Government conducted the common country assessment for the formulation of the UNDAF, 2013-2017. Building on progress achieved in the previous period, the next UNDAF will focus on other pressing priorities in support of the INDS. These are governance and economic development, access to social services, and resilience of the population to natural disasters and food insecurity. It is noted that the new UNDAF will

need to take account of the 2014 strategic review. The resource requirements for the new UNDAF have been pitched at \$96,534, 000.

#### **IV. Results and lessons learned from United Nations contribution in Djibouti**

##### *Food security and nutrition*

15. The United Nations operates effectively to respond to the urgent needs of the most vulnerable. WFP provides targeted food assistance to 60,000 beneficiaries on the basis of survey evidence. Emphasis is also given to supporting the Government of Djibouti in developing more sustainable approaches to address food security challenges. This toolbox includes social safety net programs such as school feeding aimed at improving attendance, increasing enrolment and reducing the gender gap as well as “Food for Work” activities focused on creating job opportunities in rural areas. In addition, a pilot “Cash for Food” voucher programme will be launched in June 2012 to support the poorest populations in Djibouti City during the lean season in July-September. In order to build resilience and enhance national capacities in preparedness and response to food security and environmental challenges substantial support is also provided to establish an effective early warning system at the national level.

16. The visit to Arta demonstrated how natural synergies have developed between the food assistance distribution centre run by WFP and the adjoining maternal and neonatal mortality reduction project operated by UNFPA as part of the MDG acceleration framework. Locating the programmes adjacent to a school has not only supported food security and nutrition objectives but has also led to increased enrolment and girls staying on longer in the education system. Innovations including a gift of cooking oil for the families of the girls with an attendance rate of at least 80 per cent which also supported buy-in from the traditionally nomadic community. The value demonstrated by joint programming merits consideration for further joint activities.

17. The delegation’s view is that additional efforts are required to assist the Government in elaborating long-term strategies to address food security challenges and increase local agricultural production. Innovative practices announced by the Minister of Agriculture and Fisheries were referred to as a contribution to the stabilization of national food prices which have been directly affected by shocks on global food and financial markets. The Minister mentioned agribusiness support, schemes designed to develop the country’s large but traditionally under-exploited fishery resource, and the leasing of 10,000 hectares of land for 45 years from Ethiopia and South Sudan for growing non-profit crops as food for Djibouti. However, given the specific context of Djibouti, it would seem to the delegation that individual pilot initiatives could only be converted into large-scale national strategies if sustainable funding and huge investments in the agricultural sector are provided.

18. Inadequate infrastructure has also exacerbated the malnutrition situation. On this score, UNICEF supports nutrition feeding centres by providing “therapeutic supplementary food” to children and women suffering malnutrition. The positive role of such a programme was evident at the therapeutic nutritional centre visited in Balbala Town. UNICEF trains the centre staff in nutrition screening and follows up on cases involving low-income families. In late 2010 the Government and UNICEF conducted the national Standardized Monitoring and Assessment of Relief and Transitions (SMART) nutrition survey which extrapolates that in 2012 the number of acutely malnourished children who will need assistance is 27,000, of whom 20,000 will be moderately and 7,000 severely malnourished.

#### *Humanitarian profile*

19. In addition to domestic difficulties, Djibouti is also greatly affected by regional crises which have led to an inward refugee flow. This situation has put an additional burden on the country’s education and health systems. A visit to Ali Addeh refugee camp took place in the course of the visit. The camp is comprised predominantly of Somali, Ethiopian and some Eritrean nationals. Most of the refugees left their countries due to volatile security situations, famine, hunger, water shortage and malnutrition. UNHCR and WFP manage the camp in alignment with the priorities of the Ministry of Housing, Urbanism and Environment. UNICEF supports nutrition priorities at the camp through inter alia provision of therapeutic feeding material. The camp was designed to accommodate 7,000 refugees but has now exceeded its capacity and hosts over 22,000 persons. As a relief measure the Government has reopened the Holl-Holl camp to accommodate new arrivals.

20. The United Nations agencies support activities in Ali Addeh including food distribution, a primary school, which has supported the participation of girls in the education system, birth registration, health services including lifesaving vaccinations, and security. However, in the course of the site visit, refugees expressed need for activities including secondary education, birth certificates (as opposed to just registration), further nutrition services and efforts to eradicate the low level practice of FGM/C in the camp.

21. Regarding logistics, Djibouti is a crucial hub for the handling of humanitarian assistance within the region. In 2011 more than 432,000 metric tones of food assistance destined mostly for Ethiopia and Somalia arrived at the port of Djibouti -- more than what was handled at either the ports of Mombasa (Kenya) or Dar es Salaam (United Republic of Tanzania). Since January 2012 the port has also been used for handling food assistance to meet urgent needs of vulnerable populations in South Sudan. The delegation’s view is that the new WFP Humanitarian Logistics Base in Djibouti with enhanced storage capacities (40,000 metric tons of bulk grains as well as two additional warehouses) will create new opportunities and benefits through enhancing the regional logistical supply chain network for humanitarian assistance, potential reserve storage for national use, and strengthened capacities in Djibouti Port. This project started in January 2012 and is due to be completed by August 2013.

### *Education and children's rights*

22. The Government of Djibouti considers education a high priority and a tool for eradicating poverty. As a result, the Government introduced universal primary school education in 2000 and made education compulsory to the age of 16. UNCT data advises of a 67.9 per cent literacy rate for the country. Despite this, the CCA carried out by UNCT and the Government in 2011 in preparation for the new UNDAF identified the need to tackle limited access of children to primary education, education of deficient quality, a very high rate of school drop-out (especially among female students in higher grades), lack of a strategic national framework for vocational training, weak adult literacy and non-formal education system. UNICEF, WFP and UNHCR will be key United Nations partners with the government in advancing this work.

23. During the visit the Government also referred to its commitment to develop the vocational training system in order to better prepare the youth for the employment market and for the challenges related to the implementation of the country's long-term planning.

24. UNICEF supported the establishment of the Djibouti National Commission for Children, which was specifically created to follow up on the implementation of the National Plan of Action for Children that was adopted in 2010. The agency supported the development of a Programme of Action in response to the recommendations of the Convention on the Rights of the Child (CRC). In an indication of the high political will, which Djibouti attaches to the issue, the Commission is chaired by the Prime Minister, with commissioners drawn from sectoral ministries, civil society organizations and Members of Parliament (MPs). In promoting sustainability, the ministries are to include the commission in their budget plans following Programme of Action priorities identified for each sector.

### *Gender equality and women's empowerment*

25. The delegation observed that Djibouti has taken some important steps towards gender equality and the empowerment of women. With the support of UNDP, a National Strategy for Women's Development and Political Participation was launched in 2003. Coupled with this advocacy work, national law reserves 10 per cent of positions in all institutions, including Parliament, for women. Currently, 14 per cent of MPs are women and the Chief Justice of the Supreme Court is also a woman. Djibouti is a signatory to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). In addition, an initiative involving the placement of a gender focal point in each Ministry in order to promote the mainstreaming of gender policy was carried out with UNDP support.

26. Ongoing efforts have led to a significant increase in the percentage of girls attending primary school and UNCT data puts the figure at more than 50 per cent. Vocational training supported by United Nations agencies also aims to enhance job opportunities for

women, including rural women, and underserved sectors such as midwifery. However, women's rights and family planning continue to face difficult challenges, many stemming from acute poverty in both rural and urban areas. With respect to early marriage, according to UNFPA, the percentage of women aged 20-24 who were married before age 18 is estimated at 10 per cent. United Nations country team data also reveals that education of girls still lags behind boys, and employment opportunities are better for male applicants.

27. UNFPA informed the delegation that the capacity-building of community and religious leaders has also been a critical element in support of the UNFPA and UNICEF programme to end FGM/C. Recent legislation has banned the practice. UNFPA noted that survey data showed a 98 per cent prevalence of FGM/C in 2002 followed by a 93 per cent rate in 2006. Surveys conducted in 2006 and 2010 showed that the prevalence declined among 7-8 year-old girls from 45 per cent to 40 per cent.

#### *Governance capacity-building*

28. United Nations support has been important in capacity-building across the Executive, Legislative and Judicial Branches. The delegation observed that the sectoral Ministries consider UNDP as partner of choice on a number of important projects as illustrated by the placement of UNDP consultants to help formulate national strategies on energy and water, described by the Prime Minister and others as the country's two main challenges. The capacity of parliamentarians to carry out their functions effectively has been supported by UNDP projects including the caravan system which brings MPs to their constituencies to explain parliamentary business to their electorate. Training for parliamentarians by the United Nations system, including HIV awareness, has also facilitated transfer of this knowledge to their constituents. The Prime Minister and parliamentarians shared with the delegation plans to develop governance capacity building through inter alia a new permanent National Assembly building and the establishment of a Senate.

29. The delegation also learned from parliamentarians that South-South cooperation and exchange of practice has been facilitated through visits organized by UNDP to the Parliaments in Burkina Faso and Tunisia. In the meeting at the National Assembly, the parliamentarians requested United Nations assistance in developing their communications strategy. In this regard, the delegation notes the positive experience of Bangladesh in establishing a press gallery in Parliament with UNDP support.

30. UNDP supports the judicial system through capacity building activities which include enhancing access of the poor to justice through the promotion of mobile courts in all regions. UNHCR and all other members of the country team, with the exception of IMF, are involved in capacity-building work on human rights. UNHCR support underpinned the establishment of the Djibouti National Human Rights Institution and follow-up reporting requirements including under CEDAW and the CRC. Training on human rights has also been provided to the authorities including the police.



### *Health and HIV/AIDS*

31. UNAIDS recognizes Djibouti as a priority country for assistance. Government survey data gives a prevalence rate of HIV/AIDS of 2.9 per cent, the highest in the Middle East North Africa region. The awareness training provided to lawmakers has contributed to proactive policies by the government. Legislation has been passed which allows for free treatment, and discrimination on the basis of HIV/AIDS status has been outlawed. Food support and other programmes for those with HIV/AIDS are promoted by the government. UNAIDS and UNDP support government regional workshops on HIV/AIDS awareness. In addition, the agencies are engaged in work to provide sex workers with alternative livelihoods, and manage projects focused on HIV/AIDS awareness for prisoners.

32. Over the course of the last decade, UNFPA, UNICEF and the WHO in Djibouti have supported the government with regard to national health planning. This includes the area of reproductive health with plans to increase the number of women with access to inter alia family planning, antenatal care services, emergency obstetric care, information on the harmful consequences of FGM/C, and skilled birth attendance. Activities also support prevention of mother-to-child transmission (PMTCT) and associated stigmatization. UNFPA informed the delegation that 56.3 per cent of births in 2009 involved a skilled provider/midwife in attendance. While full data is not available, UNFPA was involved in 10 obstetric fistula repair cases in 2011.

### *Climate, water and energy*

33. The delegation learned from the Prime Minister and his team how water and energy shortages, problems exacerbated by recent droughts in the Horn of Africa, are among the most difficult problems Djibouti is facing. These acute shortages provide daunting challenges to the poverty eradication and development efforts of Djibouti. The importance of dealing with the water and energy situation as a condition for sustainable development was repeatedly emphasized by interlocutors at all levels throughout the visit as a key priority. As such they are reflected in the country's long-term vision. Strategies and plans presented to the delegation by the various ministers include desalination of water, rural water mobilization, the building of dams, boreholes and other means to collect rain water, and plans to exploit renewable energy resources specifically geothermal and solar sources. These plans possess potential but the challenge of attracting the investment required remains significant due to the high costs of conducting business in Djibouti.

34. The advisory role that UNDP is performing in Djibouti in these fields is critical. Appointing UNDP professional advisers on water and energy to the government was crucial to help formulate national strategies. Enhancing this kind of support is encouraged, taking into account that it also serves the important function of capacity-building and governance, which are part of the UNCT mandate. United Nations activity also includes building of a desalination facility in northern Djibouti carried out by UNICEF.

35. Climate change and desertification are increasingly recognized as challenges for Djibouti and this is reflected in the growing activity in these areas by decision makers and the United Nations country team. The request of the Prime Minister for UNDP to be lead partner in tackling the climate change challenge demonstrates their confidence in the work of UNDP in the country. The delegation encouraged the stepping up of United Nations engagement in this sphere and welcomed plans to address improved resilience of vulnerable communities to climate change in the new country programme for 2013-2017. This should be a joint effort by the UNCT in Djibouti. It would also be interesting to explore the possible role for UNEP in respect of resilience priorities.

## **V. Key findings**

36. On initial arrival the group observed a country facing many challenges. By the end of the visit it was clear Djibouti also held many opportunities. The important role Djibouti plays in the region was evident and the Government and its partners saw the advantages from that as opportunities for pursuing the development objectives of the country. The important role of Djibouti in humanitarian affairs was also apparent, enabling the United Nations system to provide assistance to the needs of the country and the region. Hosting a large number of refugees relative to the size of the country and the related challenges this brings highlighted the importance of work in finding long-term durable solutions. The mission also observed positive improvements in the role and function of the National Assembly which took place with UNDP assistance and it is important that such activities continue.

37. The indications were that improvements in gender equality and the empowerment of women have taken place. However, ensuring objectives in this regard are to be met is a long-term matter. The requirement for effective coordination was raised on a number of occasions with the UNCT and partners at the national level. Possible ways to improve coordination were discussed with the United Nations country team. The information by the government to the mission on its own coordination, through new structures for coordination, was welcomed by the team and a lead role for the United Nations along with other development partners in supporting the process was encouraged.

38. The mission observed a need to improve capacities at the national level. Examples included education and health, beyond meeting food and nutrition needs, to humanitarian capacity-building and developing resilience. It was recognized that much of the United Nations work is about meeting capacity needs and a continued focus is encouraged. A recurring theme in discussions with Ministries and local communities involved the need for income-generating projects and jobs. Concrete plans to address these needs were explained by the Ministers for Agriculture and Fisheries, Energy, Water and Mineral Resources. The Government defined FDI flows as high and this was a good opportunity to ensure large scale investment translated into these jobs and the UNCT remained ready to assist in realizing these opportunities.

## VI. Recommendations

39. On the basis of this mission, the following recommendations are presented to the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP with a view to informing and enriching the Executive Board deliberations.

- Based on the apparent comparative advantage of the United Nations country team in Djibouti in policy support and capacity-building at all levels, the delegation recommends that the Executive Boards encourage consideration within their respective agencies on capacity-building strategies that would benefit sustainable development in Djibouti with reference to the needs set out in this report. This would include the recurring theme identified with Ministries and communities of the need for income-generating projects. The United Nations could be a valuable partner in this area, given its ability to share best practices around the globe.
- With regard to the role of Djibouti as host to a large number of refugees and the associated challenges, it is recommended that the Executive Boards encourage the continued engagement of the United Nations with the Government in support of finding long-term durable solutions.
- Innovations in the field of governance and state capacity-building carried out with the assistance of the United Nations country team such as the mobile judiciary and the Parliamentary caravan initiatives as well as the continuing advisory role to the Government that the UNCT is undertaking in Djibouti are welcomed. It is recommended that the Executive Boards encourage the UNCT to place more emphasis on state capacity-building including the areas of transparency and democratic governance.
- Djibouti provided some interesting examples of South-South cooperation. The United Nations could again be a valuable partner in this area, given its global ability to share best practices. It is recommended that the Executive Boards discuss the added value of the organizations in supporting South-South cooperation mechanisms.
- Regarding gender mainstreaming and relevant actions in the INDS as supported by the UNDAF, it is recommended that all concerned Executive Boards consider undertaking an analysis on the feasibility of an in-country presence of UN-Women in Djibouti, with options including a presence on a national officer basis (for example, UNFPA is headed in-country at national officer level).
- With the current INDS due to expire this year, it is recommended that the Executive Boards encourage the UNCT to continue its practice of closely examining national

planning policies with a view to ensuring continued consistency of United Nations operational activities with national priorities.

- The success and support for joint programming encountered on the field visit makes the case for expanded collaboration. It is recommended that the Executive Boards encourage consideration within their respective agencies for further joint programming in the context of the UNDAF with a view to obtaining potential efficiencies, reduced transaction costs and aid effectiveness gains from such Delivering as One approaches.
- In line with the provision of the Istanbul Declaration and in view of the subsequent decisions at different Executive Boards to fully integrate the Istanbul Programme of Action (IPoA) adopted in May 2011 at the 4<sup>th</sup> United Nations Conference on the Least Developed Countries, the United Nations country team is requested to help the government in this regard and also may consider putting in place a coordination mechanism to monitor follow-up of the IPoA in Djibouti.
- The UNCT is requested to scale up different projects which have shown successes by, inter alia, internalizing them in the government programmes and encouraging involvement of both multilateral and bilateral development partners.
- There is a clear case for the continued support of the United Nations for Disaster Risk Reduction initiatives as a means to manage the chronic drought problem. It is recommended that the Executive Boards encourage the UNCT to continue its planning in these areas.
- The visit identified scope for enhanced United Nations contact with civil society. It is recommended that the Executive Boards encourage the UNCT to consolidate these links as a desirable and helpful process for both parties.
- With respect to coordination, it is recommended that the Executive Boards encourage support by the UNCT for the coordination policy designed by the Government and to strengthen its ability to carry out this function in light of the principles of ownership, alignment and harmonisation.
- The United Nations country team may further refine its coordination mechanism to enable the special purpose agencies like UNCDF, UNV to make more contributions towards United Nations system-wide development activities.
- In line with the GA resolution 62/208, the UNCT is requested to work closely with the government especially the central coordinating agency to facilitate the participation of Djibouti in the QCPR process to, inter alia, connect the negotiations

process in the United Nations Headquarters with the ground realities of programming in Djibouti.

- The United Nations country team may continue to support the Government to participate more effectively with the Rio+20 process and especially in the follow-up of the outcome of the conference.
  - With regard to the issue of youth employment strategies, it is suggested that the UNCT could consult within the United Nations system to consider how best it can support the government in this regard. UNDP support for the government in relation to debt management training is also noted and it is suggested that scope for IMF involvement here also be explored. It is also suggested that the potential for UNEP involvement in support of resilience priorities be pursued.
  - Pilot initiatives carried out in Djibouti, including in the areas of food security can be scaled up only if sustainable funding and further investments in the agricultural sector are provided. It is recommended that the Executive Boards explore ways for the United Nations system to enhance the role of development partners, the business community and the Bretton Woods institutions in this regard. There is also scope for FAO efforts to be reinforced. In addition to technical assistance provided to the agricultural sector, the support of the organizations for the creation of an enabling environment for mobilizing additional donor resources for Djibouti merits further exploration.
  - It is recommended that the relevant Executive Boards encourage United Nations country team support for national planning with respect to the new humanitarian logistics hub proposed for Djibouti.
  - Drawing on the global knowledge base available to the United Nations, it is recommended that the Executive Boards encourage consideration within their respective agencies of carrying out a trawl of possible funding schemes for development in Djibouti that have so far been untapped. This would build on work already carried out by the country with support from organizations and funds including the Islamic Development Bank and the Consolidated Appeals Process. The United Nations could, for example, investigate opportunities for further access to green climate and adaptation funding in response to the chronic drought situation and the high costs associated with plans to develop the geothermal energy resources of Djibouti.
-