

United Nations Development Programme



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Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED) in Nairobi Global Policy Centre Programme Document 2015-2017

Project Title:	Global Policy Centre for Resilient Ecosystems and Desertification: <i>Advancing global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems</i>
UNDP Strategic Plan Outcome(s):	<p>Outcome 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p>Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disaster, including climate change</p> <p>Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post conflict and post disaster settings</p> <p>Outcome 7: Development debates and actions at all levels prioritise poverty, inequality, and exclusion, consistent with our engagement principles</p>
Expected Output(s):	<p>Output 1: Applied research and analysis undertaken, and evidence provided on policies and good practices in the sustainable management of natural capital that optimize jobs and livelihoods</p> <p>Output 2: Applied research and analysis undertaken and evidence provided on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems</p> <p>Output 3: Dialogue and networking facilitated among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable management and resilience building practice</p> <p>Output 4: Tools and methodologies developed to support mainstreaming of resilience and the sustainable management of natural capital</p>
Contributing to Expected SP Output(s):	<p>Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Output 5.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels</p> <p>Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women</p> <p>Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions</p> <p>Output 7.7 Mechanisms in place to generate and share knowledge about development solutions</p>
Executing Entity:	UNDP (DIM)
Implementing Partners	GPC-RED, UNDP Regional Centres, UNEP, Selected partners

Brief description

UNDP's Strategic Plan for 2014-2017 focuses on three major themes: advancing sustainable development pathways, strengthening inclusive and effective democratic governance and building resilience. The Nairobi-based Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED) will undertake applied research, develop policy knowledge products, and codify and disseminate knowledge on how to ensure sustainable livelihoods for communities that live in drylands and other fragile ecosystems, while maintaining the resilience of both people and ecology. Specifically, the Centre will conduct applied research and develop policy guidelines and other knowledge products in two major areas: 1) the sustainable management of renewable natural capital for optimal livelihoods support and jobs creation, with a particular focus on the poorest communities and 2) ensuring social and ecological resilience in drylands and other fragile ecosystems. This project document outlines the activities and deliverables of the Centre for the three years 2015 to 2017. It builds on the experience of, and lessons learnt over the 40 years of the existence of the Centre through its various incarnations. It is also informed by UNDP's recent restructuring exercise, particularly the explicit organizational focus on sustainable livelihoods, poverty reduction and inclusive growth, and environmental sustainability and resilience. It takes into account the reaffirmation in the Rio+20 outcome document that sustainable development has three interlinked dimensions, namely social, economic and environmental. It also takes into account the concerns of the global community as expressed in the UN Convention to Combat Desertification (UNCCD), the Convention for Biological Diversity (CBD), and the UN Framework Convention on Climate Change (UNFCCC).

The main objective of the Centre for the next three years is to contribute to four strategic plan outcomes: (Outcome 1) growth that is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded; ii) (Outcome 5) countries are able to reduce the likelihood of conflict and lower the risk of natural disaster, including climate change; iii) (Outcome 6) early recovery and rapid return to sustainable development pathways are achieved in post conflict and post disaster settings; and iv) (Outcome 7): development debates and actions at all levels prioritise poverty, inequality, and exclusion, consistent with our engagement principles. In pursuit of this objective, the Centre will:

- Undertake applied research and analysis, and provide evidence on policies and good practices in the sustainable management of natural capital that optimises jobs and livelihoods;
- Undertake applied research and analysis, and provide evidence on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems;
- Promote intellectual exchange among multiple stakeholders and across disciplinary fields, facilitate the global dissemination of optimal policies and good practices, and stimulate processes for their incorporation into national and regional policy processes;
- Develop tools and methodologies for strengthening the implementation and monitoring of resilience building and sustainable management of natural capital.

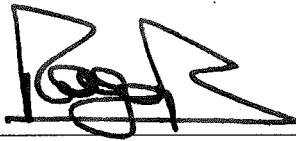
To ensure results, the Centre will cultivate strategic partnerships with a range of research and policy institutions and maintain strong links with the global Conventions. It will promote South-South collaboration and the sharing, exchange and co-creation of knowledge. The Centre's strategy will embrace the imperative of gender equality and women empowerment as it is core to UNDP's work.

SIGNATURE PAGE

Programme Period:	2015 - 2017
Strategic Plan Outcomes	1, 5, 6, 7
Atlas Award ID: _____	
Start date:	01 January 2015
End Date:	31 December 2017
Management Arrangements:	DIM

Total resources required	USD 10,000,000
Total allocated resources:	6,000,000
▪ Global Programme (Indicative)	5,000,000
▪ UNSO Trust Fund	1,000,000
Unfunded budget:	4,000,000
In-kind Contributions:	USD

Agreed by (UNDP):



Magdy Martínez-Solimán, Assistant Administrator and Director, Bureau for Policy and Programme Support (BPPS)

I SITUATION ANALYSIS

From 20-22 June 2012, world leaders, along with participants from a very large number of sectors, came together in Brazil at the United Nations Conference on Sustainable Development, popularly known as Rio+20, and deliberated on poverty reduction, social equity and environmental sustainability. The Conference Outcome Document¹ renewed the commitment of the global community to sustainable development, and to ensuring the promotion of an economically, socially and environmentally sustainable future for the planet and for present and future generations. In his 2013 report to the UN General Assembly on the MDGs and the post-2015 Agenda, the Secretary General also reaffirmed that poverty eradication, inclusive growth targeting inequality, protecting and managing the world's natural capital are the overarching objectives of sustainable development.²

At the Rio+20 Conference Member States agreed to launch a process to develop a set of Sustainable Development Goals (SDGs), which should be coordinated and coherent with and integrated into the UN development agenda beyond 2015. The Open Working Group established for the purpose presented for debate at the UN General Assembly in September 2014, a list of 17 SDGs and 169 targets to be achieved by 2030.³ The list incorporates the millennium development goals, and includes new goals on water and sanitation, affordable energy, safer cities and climate change. Underlying the proposals is the reaffirmation of the global consensus that sustainable development requires that the world meet the needs of the present generation, particularly the essential needs of the poor, without compromising the ability of future generations to meet their own needs. This fundamental concern with eradicating absolute poverty and also ensuring the continuing viability and vitality of the world's natural capital underlies the focus of UNDP's Strategic Plan 2014-2017 in its three substantive areas of work: promoting sustainable development pathways; strengthening inclusive and effective democratic governance; and building resilience.

In UNDP's new organisational structure, the Bureau for Policy and Programme Support (BPPS) is responsible for developing policy and guidance to support the strategic results, outcomes and outputs of the Strategic Plan (SP). One of the bureau's technical units is the Sustainable Development Cluster tasked with strengthening the linkages between environmental sustainability and human development. The Drylands Development Centre (DDC) in Nairobi, one of six UNDP Global Policy Centres, is currently responsible for promoting sustainable and inclusive development in the drylands, including the implementation of the UN Convention to Combat Desertification (UNCCD). The mandate of DDC is being expanded beyond drylands. Now to be called the ***Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED)***, it will embrace a broader agenda related to resilience building and the sustainable management of natural capital (biodiversity, land and ecosystem services as well as renewable resources). In line with UNDP's renewed

¹ Resolution adopted by the General Assembly on 27 July 2012, 66/288. The future we want. http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/66/288

² A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015, Report of the Secretary General to the Sixty-eighth session of the General Assembly, July 2013. <http://www.un.org/millenniumgoals/pdf/A%20Life%20of%20Dignity%20for%20All.pdf>

³ United Nations, Open Working Group on Sustainable Development Goals, Proposal of the Open Working Group on Sustainable Development Goals, New York, 19 July 2014.

focus on sustainable livelihoods, poverty reduction and inclusive growth, and environmental sustainability and resilience, the Centre will work to support optimal employment and livelihoods opportunities, and resilience in drylands and other fragile ecosystems.⁴

Natural capital, biodiversity and ecosystem services are key economic assets, which generate a vast range of goods and services that support human survival and wellbeing. Such goods include timber and non-timber forest products, fisheries, minerals, water, firewood, fodder and medicines. The services include maintenance of water flow and quality, climate regulation, support to agricultural, livestock and fisheries productivity, and protection against disease and disasters. Access to ecosystems goods and services is essential to livelihoods globally, as detailed in UNDP's "Biodiversity and Ecosystems Global Framework".⁵ Many of the people living in severe poverty, especially those in rural areas in developing countries, depend directly on biodiversity and natural systems for their basic necessities, including food, fuel, shelter, medicines, clean water, grazing for livestock, and maintenance of traditional cultures. In Zimbabwe, for example, it has been estimated that such goods and services provide about 40 percent of household income to the poorest families.⁶

Regretfully, the real value of natural capital and its contribution to the achievement of development priorities such as poverty reduction and food security is often not adequately understood nor measured. For example, it is typically not captured in official statistics. As a result, sustainable management of natural capital is often not prioritized by ministries of planning and finance or sectoral ministries. While the direct formal market benefits of natural capital such as commercial raw materials and physical products are recorded in official statistics, a broad range of economic benefits, including flows of products that are used at the subsistence or small-scale level as well as services that indirectly underpin other productive activities and provide vital life support, are not. When corrected for these omissions the direct and indirect contribution to national income, employment and livelihoods is substantial. For example, in Lao PDR, it was found that biodiversity contributes, directly or indirectly, to more than 90 percent of employment, almost three-quarters of per capita GDP, two-thirds of donor assistance, just under 60 percent of exports and foreign exchange earnings, nearly half of foreign direct investment and a third of government revenues.⁷ Similarly, in the Maldives, biodiversity-based sectors (directly and indirectly) account for 89 percent of GDP,

⁴ The word 'optimal' is used advisedly to emphasise that the task is one of creating jobs and strengthening livelihoods in a manner that does not compromise long-term environmental sustainability. UNDP's self-assigned task of helping to 'transform productive capacities, while avoiding the irreversible depletion of social and natural capital' is a problem of optimization, rather than maximization.

⁵ United Nations Development Programme (2012) *The Future We Want: Biodiversity and Ecosystems—Driving Sustainable Development. United Nations Development Programme Biodiversity and Ecosystems Global Framework 2012-2020*. New York. <http://www.undp.org/content/dam/undp/library/Environment%20and%20Energy/biodiversity/UNDP-Biodiversity-and-Ecosystems-Global-Framework-2012-2020.pdf>

⁶ Cavendish, W. (1999) "Empirical Regularities in the Poverty-Environment Relationship of African Rural Households." Working Paper Series 99-21. London: Centre for the Study of African Economies.

⁷ Emerton, L., S. Bouttavong, L. Kettavong, S. Manivong, S. Sivannavong. (2002) *Lao PDR Biodiversity: Economic Assessment*. National Biodiversity Strategy and Action Plan, Science, Technology and Environment Agency, Vientiane.

60 percent of foreign exchange receipts, 49 percent of government revenue, and about 71 percent of the country's employment.⁸

The undervaluation of natural capital is a major reason why environment and natural resource (ENR) assets continue to be used beyond sustainable yields or otherwise degraded at high and increasing rates. Recent assessments have found that species are continuing to decline and natural habitats are becoming increasingly damaged, lost or fragmented. The resulting episodes of longer droughts, more severe storms and flooding, species depletion, soil degradation, desertification, and other negative alterations to the natural environment severely compromise the ability of many poor people to secure a decent livelihood. The Millennium Ecosystem Assessment (MEA) found that 60 percent of ecosystem services are used unsustainably and concluded that "any progress achieved in addressing the [goals] of poverty and hunger eradication, improved health, and environmental protection is unlikely to be sustained if most of the ecosystem services on which humanity relies continue to be degraded."⁹

Climate change and biodiversity loss erodes the capacity of the environment to provide goods and services. Biodiversity loss, for instance, compromises pollination services for home gardens, and wild medicines for home health. Climate change impacts, including drought caused by water shortages and shifts in rainfall patterns, will result in declines in water resources and decreased agricultural productivity. These phenomena affect the poor and women disproportionately, as they are more dependent on natural capital for their livelihoods. Indeed, sixty percent of the world's poorest and most vulnerable people are women who depend on their climate and natural resources to earn a living and feed their families.¹⁰ Women and girls in rural areas are especially vulnerable, given their traditional responsibilities as food growers, water and fuel gatherers, and caregivers.

The Centre will play a key role in advancing UNDP's commitment to inclusive and sustainable growth. It will do so through a focus on the interface between livelihoods and jobs on the one hand, and natural capital resilience on the other. The strong link between livelihoods and resilience is particularly critical in drylands and other fragile ecosystems. Drawing on the work of the World Commission on Environment and Development (WCED), Chambers and Conway provide a definition of sustainable livelihoods as follows: a livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living: a livelihood is sustainable which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation.¹¹

Recalling that resilience refers to the ability of a system to recover from stress and shocks from a variety of sources, the Centre's core challenge lies in exploring how best UNDP can enhance the livelihoods of the poor in drylands and other fragile ecosystems while maintaining or enhancing the resilience of both the

⁸ Emerton L., Baig S., and Saleem M. (2009) Valuing Biodiversity. The economic case for biodiversity conservation in the Maldives. AEC Project, Ministry of Housing, Transport and Environment, Government of Maldives and UNDP Maldives.

⁹ Millennium Ecosystem Assessment, 2005. Ecosystems and Human Well-being: Synthesis. Island Press, Washington, DC. (p. 2). <http://www.millenniumassessment.org/documents/document.356.aspx.pdf>

¹⁰ Gender and Climate Change, UNDP: http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/strategic_themes/climate_change/focus_areas/gender_and_climate_change/

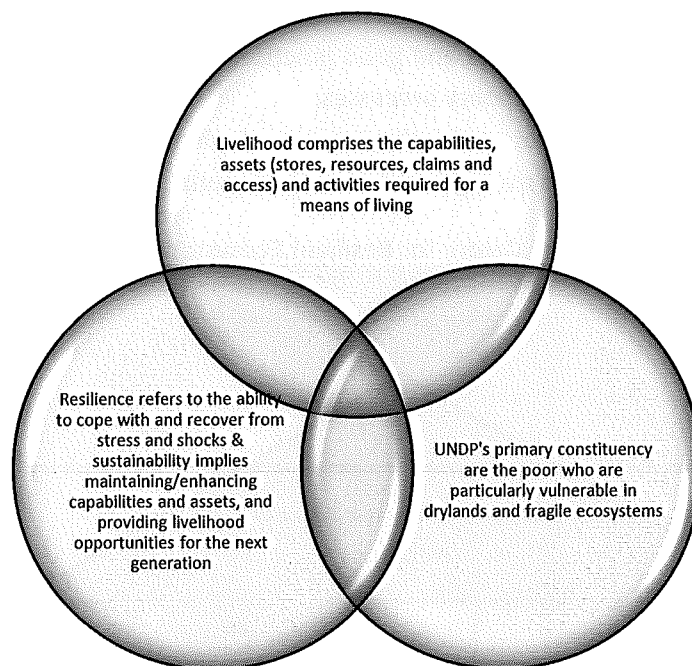
¹¹ Robert Chambers and Gordon Conway, Sustainable rural livelihoods: practical concepts for the 21st century, IDS (Institute of Development Studies) Discussion Paper 296, Dec. 1991 <http://opendocs.ids.ac.uk/opendocs/bitstream/handle/123456789/775/Dp296.pdf>

households/communities and the ecosystem. This logic is presented pictorially in Figure 1. While households may derive their livelihood in many ways, including through ownership of assets, rights of access or use, or through stable employment with adequate remuneration, the Centre's focus will be less on employment in the formal sector of regulated economic units and protected workers, and more on issues of ownership, use of assets and income generation from deriving from ecosystems goods and services. This reflects the reality, as indicated above, that many of the poorest depend directly on biodiversity and natural systems for their basic necessities.

The Centre will undertake and support applied research and analysis, compile evidence on, and disseminate policies and good practices in the sustainable management of natural capital to optimize jobs and livelihoods, and in fostering socio-ecological resilience in drylands and fragile ecosystems. It will also facilitate dialogue and networking among multiple stakeholders and develop tools and methodologies to support the implementation and monitoring of resilience building and sustainable use and management of natural capital. The Centre's role in co-managing the UNDP-UNEP Poverty-Environment Initiative will contribute to this work.

The Centre will also provide technical support to the office of the UNDP Kenya Resident Representative in his/her role as UNDP's Nairobi-based representative to UNEP and UN Habitat. It will also provide support to BPPS in strengthening UNDP collaboration with UNEP and UN Habitat in the spirit of Delivering as One.

Figure 1: Focusing the task of the Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED)



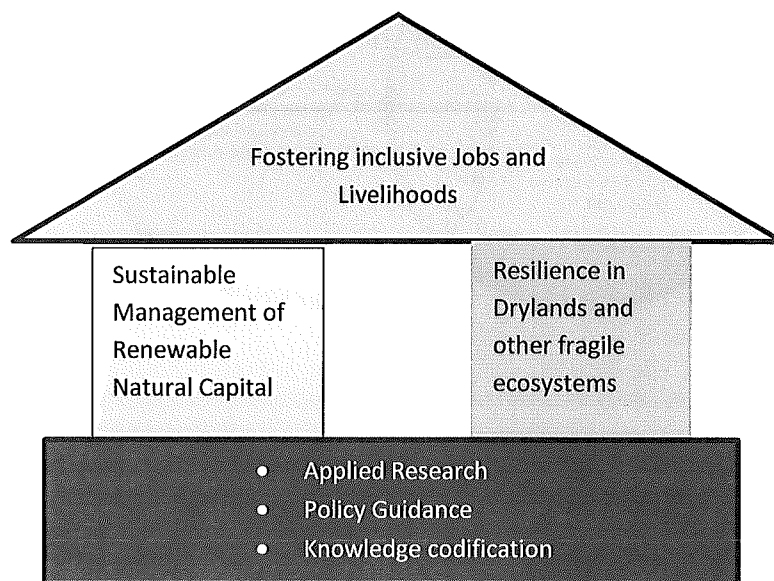
II STRATEGY

A major dimension of UNDP's strategy for 2014-2017 is assisting programme countries in the design and implementation of solutions that would transform productive capacities, while avoiding the irreversible depletion of social and natural capital, lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods. The Centre's work will be located in this context. It will undertake applied research, develop policy knowledge products, and codify and disseminate knowledge on how to enhance sustainable livelihoods in communities that live in drylands and other fragile ecosystems, while maintaining their long-term ecological viability. It will explore solutions in two major areas: 1) the sustainable management and use of renewable natural capital with an eye on enhancing employment and livelihoods, and 2) ensuring social and ecological resilience in drylands and other fragile ecosystems. Building on the logic of Figure 1, Figure 2 below highlights the Centre's desideratum, namely to provide for optimal livelihoods support and jobs creation, with a particular focus on the poorest and most vulnerable people and communities. The Centre's domain of competence lies in the areas of renewable natural capital and resilience and its value added in applied and policy research, and knowledge codification and dissemination.

Specifically, the Centre will:

- Undertake and facilitate applied research and analysis, and collect evidence on policies and good practices in the sustainable management of natural capital that optimise jobs and livelihoods;
- Undertake and facilitate applied research and analysis and collect evidence on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems;
- Promote intellectual exchange among multiple stakeholders and across disciplinary fields, mediate the global dissemination of optimal policies and good practices, and stimulate processes for their incorporation into national and regional policy processes;
- Develop tools and methodologies for strengthening the implementation and monitoring of resilience building and the sustainable management of natural capital.

Figure 2: Objectives of the Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED)



The Centre has a substantial comparative advantage as an organ of UNDP. That advantage, which all Global Policy Centres also have to a greater or lesser extent, lies in the stock of knowledge embodied in UNDP programmes worldwide. For a start, the Drylands Centre has already been in existence through various incarnations for 40 years. Over that period, it has built up an impressive stock of programme and policy material on improving the livelihoods of people and communities in drylands in various countries. Similarly, UNDP also has a large inventory of programme results in promoting sustainable livelihoods from its work in countries emerging from crisis, going back several decades. The organization also manages over 500 projects on ecosystems and biodiversity in 146 countries, worth US\$1.5 billion in funding from the GEF and other sources, and US\$ 3.5 billion in co-financing from several partners. These are obvious low hanging fruits on which an impressive and unique UNDP policy work can be based.

The objectives of the Centre are undergirded by certain strategic considerations. First, it is building on the work of the Drylands Development Centre, which has its origins in the United Nations 40 years ago.¹² It has, as a result of its relatively long history, an accumulated stock of social and intellectual capital on the challenges and promise of the world's drylands. It has also built a strong network of relationships across a broad range of stakeholders. The Centre will continue to honor its mandate from the GA and its responsibilities within the UNCCD. At the same time, the new UNDP strategic plan presents an opportunity to orient the Centre's objectives and shift its outputs to support the organization's efforts to respond better to the imperatives of inclusive growth, resilience building and sustainable livelihoods.

Second, this programme cycle represents a transition for the Centre, as it assumes new roles and honors old obligations. In line with UNDP's strategic plan, the Centre's work will now be located more firmly in the inclusive growth, livelihoods and resilience agenda. Accordingly, its work will be increasingly driven by the imperative of harmony between the requirements for enhancing livelihoods and long-term ecosystem resilience.

As part of its expanded mandate, the Centre will support the Biodiversity and Ecosystems Network (BES-Net), designed to help countries tackle science-policy questions critical to effective management of biodiversity and ecosystems worldwide, thereby contributing to long-term human well-being and sustainable development. The objective of BES-Net is to develop and manage a capacity building network of networks that strengthens the connectivity among existing institutions and relevant actors (policy-makers, scientists/knowledge-holders and practitioners) involved in the field of biodiversity and ecosystem services, and provides a "one-stop shop" to harness the energy generated by the new Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES).¹³ The BES-Net Network will build capacity for effective

¹² The Drylands Development Centre originated from the United Nations Sudano Sahelian Office (UNSO). It was established, following a United Nations General Assembly decision in 1973, to address the problems of drought in Sahelian countries following the Sahel drought of 1968-73. UNSO transferred to UNDP from the UN Secretariat in 1976. In 1977, the World Conference on Desertification adopted the Plan of Action to Combat Desertification in the Sudano Sahelian region. The UN General Assembly designated UNSO in 1978 as the coordinating arm of UN efforts to assist in the implementation of the Plan of Action. As a result, UNSO's work focus shifted from relief to local level natural resources management activities. In 1994, UNDP designated UNSO as its central entity to lead on its work in desertification control, drought preparedness and mitigation in all affected countries, with particular attention on Africa. UNSO was transformed into the UNDP Office to Combat Desertification and Drought in 1995, and the Administrator created a UNDP Trust Fund to channel extra-budgetary resources for UNSO's work. In 2001, UNSO became the Drylands Development Centre (DDC) and moved from New York to Nairobi.

¹³ The Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) was established in April 2012 as an independent intergovernmental body open to all member countries of the United Nations. IPBES aims to strengthen the science-policy interface for biodiversity and ecosystem services to foster long-term human well-being and sustainable development. UNDP has undertaken

dialogue between science, policy and practice, enhancing effective implementation of the three Rio Conventions and related Multilateral Environmental Agreements. The network is supported by face-to-face capacity building activities, a matchmaking facility (with both face-to-face and online activities), and a cutting-edge web portal. As BES-Net will become operational in early 2015, related support activities are fully reflected in the Centre's work plan.

At the same time, the Centre will integrate into its work on-going activities of the Integrated Drylands Development Programme (IDDP), which is scheduled to end in December 2016. The IDDP is an initiative to support sustainable and inclusive development in drylands, including the implementation of the UN Convention to Combat Desertification. Dryland ecosystems, which cover 41 percent of the earth's land area and are home to more than two billion people, tend to be particularly vulnerable due to a combination of high variability in environmental conditions and high levels of poverty. Drylands also account for up to 44 percent of the world's cultivated systems, and around one billion people rely directly on dryland ecosystem services for their daily survival through rain-fed or irrigated farming, or widespread pastoralism. Accordingly, drylands will remain a core business of the Centre going forward, but much of its previous programmatic activities will give way to a ramp-up of its policy research and knowledge exchange business.

The Centre will assume the co-management of the Poverty-Environment Initiative (PEI) of which UNDP is the Managing Agent. The PEI is a joint UNDP-UNEP programme that supports country-led efforts to integrate poverty-environment (P-E) linkages into national and subnational development policy, planning, budgeting and monitoring frameworks. The global programme is implemented through joint UNDP-UNEP teams in four regions (Africa, Asia-Pacific, ECIS and LAC) working in close collaboration with UNDP Regional Resource Centres in Addis Ababa, Bangkok, Istanbul and Panama City. The current phase is scheduled to end in December 2017 and during this phase, its direct programmatic activities will increasingly become integrated into the work of other UNDP entities charged with programme work under the new organizational configuration. The Centre's Director will assume the UNDP Co-Director role in the PEI, and the Centre including its core staff will provide significant support, including in its strategic direction; the integration of P-E mainstreaming knowledge within UNDP and other partners; ATLAS management plus quality assurance and donor reporting. The Centre will also support the PEI in strengthening poverty-environment nexus¹⁴ delivery by four regional teams, facilitating learning across regions – including South-South exchanges, packaging and disseminating its accumulated knowledge, and the application of tools for mainstreaming P-E issues in development policies, planning, budgeting and monitoring frameworks. A key value added of the PEI is its successful experience in calculating the economic value of the sustainable use of natural capital and using that evidence to persuade ministries of planning and finance to integrate pro-poor sustainability objectives into development plans and budgets. This experience will be drawn upon by the Centre. In this period of transition, pragmatism is necessarily inherent in the design of interventions. As such the emphasis is on developing a number of programme-relevant key products that will be delivered to country offices through global and regional teams.

Third, the Centre's location in Nairobi represents significant benefits for the Centre, in particular because Nairobi is the seat of UNEP as well as that of the World Agroforestry Centre (ICRAF), a research outfit in the CGIAR system. Two other CGIAR units, the International Center for Agricultural Research in the Dry Areas (ICARDA) in Beirut, Lebanon and the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) in Andhra Pradesh, India are also obvious partners for the Centre in research and knowledge mining. UNDP can help translate the science and research of these Centres into national development

to help strengthen the capacity of IPBES, to which end it is developing and implementing BES-Net to help countries tackle science-policy questions critical to effective management of biodiversity and ecosystems worldwide.

¹⁴ Note that the UNDP Evaluation Office Poverty-Environment Nexus report identified PEI as a suitable model for assisting UNDP to address the poverty-environment nexus.

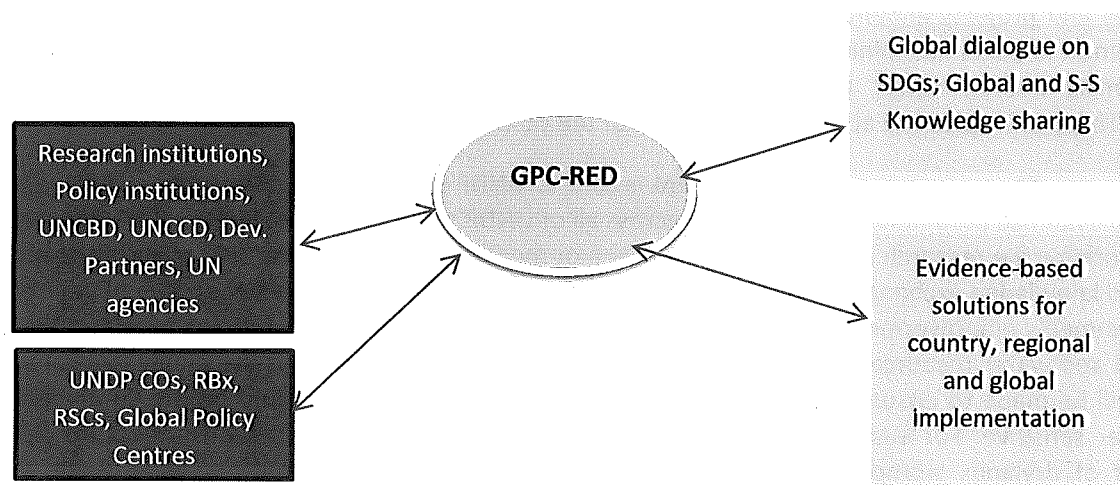
policy—speaking to the key economic and social parameters that define contemporary development discourse.

Fourth, UNDP has recently adopted a set of social and environmental standards (SES), which require that all its programmes and projects enhance social and environmental benefits, and ensure that adverse social and environmental impacts are minimized and mitigated. The standards are based on three fundamental principles, namely human rights, gender equality and women's empowerment, and environmental sustainability. These principles will apply to all the work of the Centre.

Fifth, as gender equality and women's empowerment is core to UNDP's work, the Centre's programme will be informed by evidence accumulated on the issue across all of UNDP's work. Such evidence will be integral to the framework for the research and analysis undertaken or mediated by the Centre. Moreover, all policy discussions and knowledge exchange conducted by the Centre will be informed by the imperative of gender equality and women's empowerment duly recognizing that women serve on the frontline of development, managing land and water resources and affecting the choice of livelihood options of the family. Similarly, every effort will be made to ensure that the tools and methodologies being supported by the Centre are robustly gender sensitive. For example, the Centre expects to initiate a policy research project on the empowerment of drylands women, covering a range of social economic and political issues, such as women's access to land, and to decision making processes as well as their resilience. The Centre will also be facilitating learning around the poverty-environment nexus, following publication of the Poverty-Environment (PE) Handbook, which includes a Guidance Note on Gender mainstreaming. In the training episode on the PE Handbook (as well as all other training) every effort will be made to ensure the balanced participation of women and men.

To deliver efficiently on its mandate, the Centre will cultivate strategic partnerships with a range of research and policy institutions, and think tanks and will maintain strong links with the global Conventions. It will work in close collaboration with UNDP regional centres and the other global policy centres to widely disseminate policy research results and test options to address livelihoods and resilience challenges facing drylands and other fragile ecosystems. It will also promote South-South collaboration and the sharing, exchange and co-creation of knowledge. As a global policy centre, it will contribute to the global dialogue on the sustainable use of natural capital and on social and ecological resilience as part of the SDG discourse, drawing deeply on country-level programmatic experience. Figure 3 provides a simplified representation of the Centre's modus operandi. The Centre will partner with various entities (as identified on the left hand side) to compile data, compile evidence and analyse issues related to resilience and sustainable management in drylands and other fragile ecosystems. From the results of these collaborations, the Centre will help advance the global discourse on the SDGs during and beyond 2015. Leveraging UNDP's convening and facilitating capabilities, it will also foster global and S-S knowledge sharing. Additionally, through these partnerships, the Centre will develop tools and methodologies to support the implementation and monitoring of practices for the sustainable management of natural capital, particularly in drylands and other fragile ecosystems. Furthermore, the Centre will foster platforms for the global dissemination of optimal policies and good practices, and stimulate and support processes for their incorporation into national and regional policy processes. As indicated above, the knowledge available through regional bureaus, and country offices and their partners would be a major input to the Centre's research and applied policy work plan. Moreover, it is expected that due diligence on the part of the bureaus and country offices will help ensure that the Centre's products are relevant to their needs and the needs of other target advocacy audiences.

Figure 3: Modus Operandi of the Global Policy Centre for Resilient Ecosystems and Desertification



III PROPOSED PRODUCTS AND ACTIVITIES

The Global Policy Centre for Resilient Ecosystems and Desertification will develop strategic partnerships with key research and policy institutions to explore policy options and develop solutions for the sustainable management of natural capital that optimizes jobs and livelihoods, and fosters resilience. It will promote global and South-South relationships in the co-creation, sharing and exchange of knowledge. It will also leverage its links with the UN Convention to Combat Desertification (UNCCD) and the Convention on Biological Diversity (CBD) to facilitate networking and the dissemination of good practices and policies. The proposed outputs and activities of the Centre within the programme cycle (2015-2017) are indicated below.

Output 1: Applied research and analysis undertaken, and evidence provided on policies and good practices in the sustainable management of natural capital that optimize jobs and livelihoods

Under this output, GPC-RED will partner with key research and policy centres, and other key organisations to conduct policy research and analysis and produce knowledge products relating to important themes under its ambit, including the sustainable management of natural capital in support of jobs and livelihoods. Examples of such themes include the empowerment of drylands women, the economics of land degradation, and optimizing sustainable livelihoods in fragile ecosystems. The Centre will also support initiatives to improve or mainstream into policy processes the sustainable management of natural capital for optimal support to livelihoods in drylands and fragile ecosystems. The Centre will also work with other units in UNDP, particularly the Livelihoods and Economic Recovery Team of BPPS, on broadening the scope of the UNDP jobs and livelihoods approach beyond the early recovery situations for which it was developed. It will partner with key organizations on livelihoods research and analysis to explore approaches for expanding livelihoods in a broad range of ecosystems. Additionally, it will support major events and forums

related to the sustainable management of natural capital in drylands and fragile ecosystems. Among other activities during this programme period, the Centre expects to provide advisory services and substantive input to the organization of UNCCD/COP 12 in 2015, and UNCCD/COP 13 in 2017.

Output 2: Applied research and analysis undertaken and evidence provided on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems

Under this output, GPC-RED will partner with key research and policy centres, and other key organisations to conduct policy research and analysis relating to strengthening social and ecological resilience in drylands and other fragile ecosystems. Among other things, it will work with other units in UNDP on scaling-up and broadening the scope of the Community-based Resilience Analysis (CoBRA) methodology. It will partner with key organizations on resilience research, analysis and measurement, and the comparative analysis and documentation of good policies and practices in resilience building in drylands and other fragile ecosystems. It will support major initiatives to mainstream policies that enhance socio-ecological resilience, and it will provide policy and technical advice on UNDP-led initiatives for economic revitalization, job creation and environmentally sustainable livelihoods in countries emerging from crisis. Additionally, it will support a number of major events, and forums relating to the challenges of social and ecological resilience in drylands and fragile ecosystems. It expects in 2015, for instance, to support the WMO-led initiative on “Drought Risk Management”, the BES-Net thematic work on “Land Degradation and Restoration”, and the UNISDR “International Conference on Disaster Risk Reduction”. Other activities include supporting the organization of the “Africa Drought Adaptation Forum” (with UNISDR) in 2016, and two other events to be determined in each of 2016 and 2017.

Output 3: Dialogue and networking facilitated among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable management and resilience building practices of biodiversity and ecosystems

Under this output, GPC-RED will leverage its extensive network to generate space for dialogue and mutual learning on optimal policies and best practice in the sustainable management of biodiversity and ecosystems. It will, for instance, support the capacity building network of networks comprising policy-makers, scientists and practitioners [the key constituencies of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES)]. In particular, it will work with IPBES to develop and operate the Biodiversity and Ecosystem Services Network (BES-Net) platform. The platform will support a variety of initiatives, a first example of which is the “science-policy-practice dialogue on resilience” to be held in Ethiopia in 2015. Building on its previous work the Centre will also strengthen and facilitate the operation of the Africa-Asia Drought Adaptation Network.

Output 4: Tools and methodologies developed to support mainstreaming resilience and the sustainable management of natural capital

Under this output, GPC-RED will contribute to the development and global dissemination of tools and instruments that promote sustainable development goals. In the first instance, it plans to collaborate with its key partners under the PEI Initiative to complete the Poverty Environment Handbook and translate it into French and Spanish. The Centre will also look to supporting and drawing from international research on, and methodologies for, natural capital accounting to link livelihoods and the sustainable management of natural capital. It hopes, for instance, to look into adapting the methodology, developed by UNDP and the Oxford Poverty and Human Development Initiative (OPHI) for the Multi-Dimensional Poverty Index (MPI) to capture links between poverty and ENR use, including the deprivation of benefits from unsustainable environment and natural resources use and to track the poverty reduction impact of increased investments in sustainable ENR use. The Centre will also support the pilot testing of important new methodologies developed to measure, analyze better, and improve policy for the socio-economic transformation of economies in drylands and fragile ecosystems. Beyond pilot testing, the Centre will support the dissemination and training in the use of promising new tools and approaches, as well as the adaptation of best practices from one context to another.

The baseline for the activities covered in this programme is drawn mostly from the Centre's results under IDDP II, i.e. the period 2010-2014, corresponding to the previous project document of the DDC. A note indicating the specific activities or products in the baselines for each target is provided in Annex B. Two knowledge products predating the IDDP II period are included. The publication "Drylands Opportunities: a new Paradigm for People, Ecosystems and Development" was completed in 2009, but launched in the first quarter of 2010 (first year of IDDP II). The publication "Mainstreaming Drylands Development Issues into National Development Frameworks" was published in 2008. It is retained in the baseline because it represents an excellent model for doing mainstreaming work in other fragile ecosystems.

IV RESULTS AND RESOURCES FRAMEWORK

SP Outcomes:

- Outcome 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
- Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disaster, including climate change
- Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post conflict and post disaster settings
- Outcome 7: Development debates and actions at all levels prioritise poverty, inequality, and exclusion, consistent with our engagement principles

SP Outcome indicators:

- Hectares of land that are managed sustainably under a conservation, sustainable use or access and benefits sharing regime
- Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups
- Percentage of countries with disaster and climate risk management plans fully funded through national local and sectorial development budgets
- Percentage of post disaster and post conflict countries having operational strategies to address the causes or triggers of crises
- Extent to which the agreed post 2015 agenda and sustainable development goals reflect sustainable development concepts and ideas

Applicable Key Result Area (from 2014-2017 Strategic Plan):

- Output 1.3:** Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste
- Output 5.2:** Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels
- Output 6.1:** From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women
- Output 7.5:** South-South and Triangular cooperation partnerships established and/or strengthened for development solutions
- Output 7.7:** Mechanisms in place to generate and share knowledge about development solutions

Partnership Strategy: The Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED) will cultivate strategic partnerships with a range of research and policy institutions and maintain strong links with the UN Convention to Combat Desertification (UNCCD) and the Convention on Biological Diversity (CBD). It will promote South-South collaboration and the sharing, exchange and co-creation of knowledge. It will also embrace the imperative of gender equality and women empowerment as it is core to UNDP's work.

Project title and ID (ATLAS Award ID): Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED) Programme Document (2015-2017)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2015-2017)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Applied research and analysis undertaken, and evidence provided on policies and good practices in the sustainable management of natural capital that optimize jobs and livelihoods</p> <p>Indicators</p> <p>1.1. No of knowledge products produced on the sustainable management of natural capital in support of jobs and livelihoods, in collaboration with partners</p> <p><i>Baseline: 3</i></p>	<p>Target: 4</p> <p>Milestone (2015): 2</p> <p>Milestone (2016): 1</p> <p>Milestone (2017): 1</p>	<p>1.1.1 Partner with key organizations to undertake applied policy research on “Empowerment of Drylands Women” (Land Rights; Decision Making; Resilience)</p> <p>1.1.2 Partner with key organizations to undertake applied policy research on “Economics of Land Degradation”</p> <p>1.1.3 Identify and partner with key organizations to undertake applied policy research on selected new themes</p>	<p>GPC-RED, RBx, partners (UNCCD, ICRAF, GIZ, others)</p>	<p>\$2.3 million</p> <ul style="list-style-type: none"> • GPC-RED staff time • Research and consultancy cost • Events/initiatives costs • Travel cost • Knowledge products
<p>1.2. No of initiatives supported to improve or mainstream the sustainable management of natural capital in drylands and other fragile ecosystems</p> <p><i>Baseline: 5</i></p>	<p>Target: 5</p> <p>Milestone (2015): 2</p> <p>Milestone (2016): 2</p> <p>Milestone (2017): 1</p>	<p>1.2.1 Provide policy and technical advice to the initiative on Integrated Development Planning in Southern Morocco (specifically natural capital/livelihoods nexus)</p> <p>1.2.2 Provide strategic and technical</p>		

<p>1.3. No of major events, and forums supported on the sustainable management of natural capital in drylands and other fragile ecosystems Baseline: 5</p>		<p>advice to the Poverty-Environment Initiative's four regional teams including for integrating P-E objectives into development policy, planning, budgeting and monitoring frameworks, in close collaboration with the RSC.</p> <p>1.2.3 Provide policy and technical advice on desertification, land degradation and drought in selected countries in Asia, in close collaboration with RSC Bangkok and RSC Istanbul.</p> <p>1.2.4 Identify and partner with new UNDP initiatives to improve or mainstream management of natural capital and livelihoods in drylands and other fragile ecosystems</p> <p>1.3.1 Provide advisory services and substantive input to the organization of UNCCD/COP 12 in Turkey (Oct. 2015)</p> <p>1.3.2 Provide advisory services and substantive input to the organization 2 major events in 2016 (including the UNEP UNEA meeting in June 2016)</p> <p>1.3.3 Provide advisory services and substantive input to the</p>		
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<p>Output 2: Applied research and analysis undertaken and evidence provided on policies and good practices in fostering socio-ecological resilience in drylands and other fragile ecosystems</p> <p>Indicators</p>		<p>organization of UNCCD/COP 13 and another event to be identified (2017)</p>	<p>GPC-RED, RBx, partners (IGAD, FAO, UNICEF, WFP, others)</p>	<p>\$2.6 million</p> <ul style="list-style-type: none"> • GPC-RED staff time • Research and consultancy cost • Events/initiatives costs • Travel cost • Knowledge products
<p>2.1 No of knowledge products produced on socio-ecological resilience in drylands and other fragile ecosystems, in collaboration with partners</p> <p><i>Baseline:</i> 5</p>	<p>Target: 6</p> <p>Milestone (2015): 2</p> <p>Milestone (2016): 1</p> <p>Milestone (2017): 2</p>	<p>2.1.1 Contribute to the comprehensive analysis of UNDP's experience in resilience building based on CoBRA work</p> <p>2.1.2 Partner with key organizations to undertake applied policy research on resilience analysis and measurements (work with RAU/IGAD)</p> <p>2.1.3 Partner with key organizations to undertake comparative analysis and documentation on resilience building in drylands and other fragile ecosystems</p> <p>2.1.4 Identify and partner with key organizations to undertake applied policy research on selected new themes</p> <p>2.1.5 Provide technical input into BES-Net Capacity Network thematic modules for online and face-to-</p>		

<p>2.2 No of initiatives supported to mainstream policies to enhance socio-ecological resilience in drylands and other fragile ecosystems <i>Baseline: 5</i></p>	<p>Target: 6 Milestone (2015): 3 Milestone (2016): 1 Milestone (2017): 2</p>	<p>face capacity building on key areas for the GPC-RED, including Land Degradation and Restoration 2.1.6 Work with the Biodiversity Global Programme (managed by EBD) to strengthen resilience assessments</p> <p>2.2.1 Provide policy and technical advice to initiative on “Ending Drought Emergencies in Kenya”</p> <p>2.2.2 Provide policy and technical advice to UNDP/RBA initiative on “Strengthening Regional Resilience Capacity in IGAD Region”</p> <p>2.2.3 Work with the UNDP Ecosystems and Biodiversity teams in RSCs to enhance the design of UNDP-managed GEF-funded projects mainstreaming resilience into development planning and policy</p> <p>2.2.4 Identify and partner with new UNDP initiatives to build resilience in drylands and other fragile ecosystems, including with the private sector</p> <p>2.3.1 Provide policy and technical advice to UNDP-led initiatives on economic revitalization, job creation and environmentally sustainable livelihoods for</p>
<p>2.3 No of initiatives supported to restore socio-ecological resilience in communities emerging from crisis and to</p>	<p>Target: 4 Milestone (2015): 2 Milestone (2016): 1</p>	

<p>promote economic revitalization, job creation and environmentally sustainable livelihoods for affected men and women <i>Baseline: 0</i></p> <p>2.4 No of major events, and forums supported on the challenges of socio-ecological resilience in drylands and fragile ecosystems <i>Baseline: 6</i></p>	<p>Milestone (2017): 1</p> <p>Target: 8 Milestone (2015): 3 Milestone (2016): 3 Milestone (2017): 2</p>	<p>affected men and women in countries emerging from crisis</p> <p>2.4.1 Provide advisory services and substantive input to WMO-led initiative on “Drought Risk Management”, the first BES-Net science-policy-practice dialogue - on “Resilience to Drought and Food Insecurity in Ethiopia”, and UNISDR “International Conference on Disaster Risk Reduction”</p> <p>2.4.2 Provide intellectual leadership on the organization of “Africa Drought Adaptation Forum” (with UNISDR) in 2016</p> <p>2.4.3 Provide advisory services and substantive input to the organization of 2 major events in each of 2016 and 2017</p>	<p>GPC-RED, RBx, partners (IPBES, UNISDR, UNCCD, others)</p>	<p>\$2.0 million</p> <ul style="list-style-type: none"> • GPC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products
<p>Output 3: Dialogue and networking facilitated among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable management and resilience building practices</p>				

<p>Indicators</p> <p>3.1 No of networks operational and strengthened on sustainable management and resilience building practices <i>Baseline: 3</i></p> <p>Output 4: Tools and methodologies developed to support mainstreaming the sustainable management of natural capital</p>	<p>Target: 4 Milestone (2015): 2 Milestone (2016): 1 Milestone (2017): 1</p>	<p>3.1.1 Collaborate with IPBES and UNDP Biodiversity and Ecosystems Team to support the development and operation of the BES-Net web portal (from 2015)</p> <p>3.1.2 Strengthen and operate the “Africa-Asia Drought Adaptation Network”</p> <p>3.1.3 Identify and establish new dialogue and networking opportunities</p>	<p>GPC-RED, RBX, partners (UNEP, IIED, OPHDI, others)</p>	<p>\$1.7 million</p> <ul style="list-style-type: none"> • GPC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products
<p>Indicators</p> <p>4.1 No of knowledge products produced on the poverty/environment nexus, in collaboration with partners <i>Baseline: 2</i></p>	<p>Target: 4 Milestone (2015): 1 Milestone (2016): 2 Milestone (2017): 1</p>	<p>4.1.1 Complete the Poverty Environment Handbook and translate it into French, Spanish and Russian.</p> <p>4.1.2 Partner with the Oxford Poverty and Human Development Initiative (OPHI) and other partners to adapt the Multi-Dimensional Poverty Index (MPI) methodology to capture the poverty-environment and natural resources (ENR) linkages.</p>		

<p>Indicators</p> <p>4.2 No of countries where the tools developed are tested and validated <i>Baseline: 3</i></p> <p>4.3 No of forums facilitated to introduce the tools developed <i>Baseline: 0</i></p>	<p>Target: 6 Milestone (2016): 4 Milestone (2017): 2</p> <p>Target: 10 Milestone (2015): 2 Milestone (2016): 4 Milestone (2017): 4</p>	<p>4.1.3 Identify and help develop new tools to enhance the sustainable management of natural capital</p> <p>4.2.1 Test the application of the adapted MPI methodology in four countries</p> <p>4.2.2 Test the application of new products in at least 2 countries</p> <p>4.3.1 Provide policy and technical advisory services to four major events for the training of practitioners on the use of the Poverty Environment Handbook</p> <p>4.3.2 Provide policy and technical advisory services to four major events for the introduction and application of the adjusted MPI methodological/accounting systems.</p> <p>4.3.3 Provide policy and technical advisory services to two major events for the introduction and application of new tools</p>	
Sub-total (Outputs)			\$8,600,000
Monitoring and Evaluation (5%)			\$430,000
GMS + ISS (10%)			\$903,000
Total Budget			\$9,933,000

V PROVISIONAL ANNUAL WORK PLAN FOR 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1: Applied research and analysis undertaken, and evidence provided on policies and good practices in the sustainable management of natural capital that optimize jobs and livelihoods</p> <p>Indicators</p> <p>1.1 No of knowledge products produced on the sustainable management of natural capital in support of jobs and livelihoods, in collaboration with partners <i>Baseline: 3; Target (2015): 2</i></p> <p>1.2 No of initiatives supported to improve or mainstream the sustainable management of natural capital in drylands and fragile ecosystems <i>Baseline: 5; Target: 2</i></p> <p>1.3 No of major events, and forums supported on the sustainable management of natural capital in drylands and fragile ecosystems <i>Baseline: 5; Target: 1</i></p>	<p>1.1.1 Policy research on "Empowerment of Drylands Women"</p> <p>1.1.2 Research on "Economics of Land Degradation"</p> <p>1.2.1 Policy and technical advice on Integrated Development Planning in Southern Morocco</p> <p>1.2.2 Policy and technical advice to the PE's regional teams in close collaboration with the RSCs</p> <p>1.2.3 Identify and partner with new UNDP DLDD initiatives, including with RSC Bangkok</p> <p>1.3.1 Support to UNCCD/COP 12 in Turkey (Oct. 2015)</p>	X	X	X	X	GPC-RED	Total	\$550,000
							Staff	
							Research & Consultants	
							Travel	
							Knowledge Products	
							Workshops & Events	
							GP	
							UNSO TF	

<p>2.2 No of initiatives supported to mainstream policies to enhance resilience <i>Baseline: 5; Target (2015): 3</i></p>	<p>2.2.1 Provide technical support to the “Ending Drought Emergencies in Kenya” initiative 2.2.2 Support UNDP/RBA initiative on “Strengthening Resilience Capacity in IGAD Region” 2.2.3 Provide technical input to the UNDP Ecosystems and Biodiversity team to enhance the design of one UNDP-managed GEF-funded project mainstreaming resilience into development planning and policy in 2015</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2.3 No of initiatives supported to restore resilience in crisis-affected communities <i>Baseline: 0; Target (2015): 1</i></p>	<p>2.3.1 Support UNDP-led initiatives on sustainable livelihoods in countries emerging from crisis</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2.4 No of major events, and forums supported <i>Baseline: 6; Target (2015): 3</i></p>	<p>2.4.1 Support WMO-led initiative on “Drought Risk Management”; BES-NET science-policy-practice dialogue on “Resilience to Drought and Food Insecurity” co-hosted with Stockholm Resilience Centre and African Centre for DRM in Ethiopia; and UNISDR “International Conference on Disaster Risk Reduction”</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>

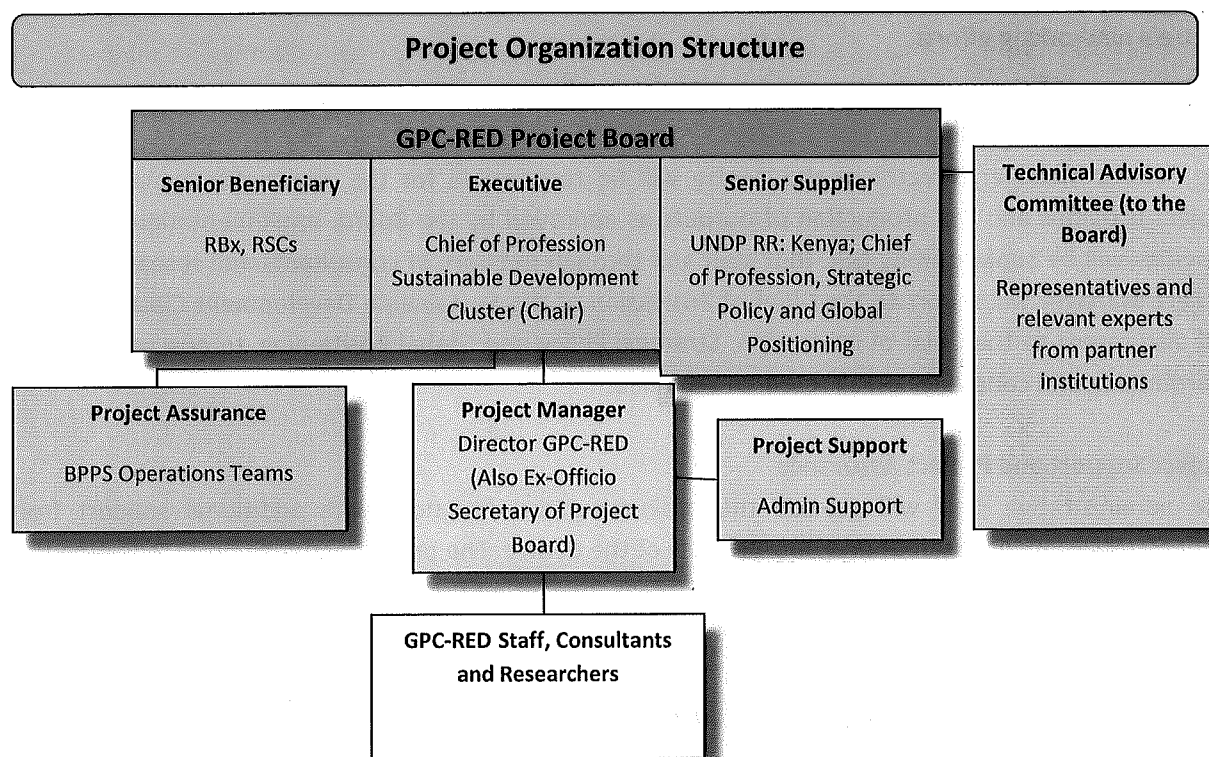
<p>Output 3: Dialogue and networking facilitated among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable management and resilience building practices</p>	<p>Indicators</p> <p>3.1 No of networks operational and strengthened on sustainable management and resilience building practices <i>Baseline: 3; Target (2015): 2</i></p> <p>3.1.1 Support the operationalization of the BES-Net Capacity Network through the face-to-face dialogues and online activities</p> <p>3.1.2 Provide strategic advice to the BES-Net advisory committee on the conceptualization and implementation of sustainable management and resilience building practices through BES-Net</p> <p>3.1.3 Support the launch of the BES-Net web portal in collaboration with global UNDP teams working on Biodiversity and Ecosystem Services</p> <p>3.1.4 Using the convening role of the Centre, assist the BES-Net team in building the BES-Net network of scientists/knowledge holders, policy makers and practitioners, including relevant UNDP staff and partners</p> <p>3.1.5 Strengthen and operate the "Africa-Asia Drought Adaptation Network"</p> <p>3.1.6 Identify and establish dialogue and networking opportunities</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>GPC-RED</p>	<p>Total</p> <p>GP</p> <p>UNSO</p> <p>TF</p>	<p>Staff</p> <p>Research & Consultants</p> <p>Travel</p> <p>Knowledge Products</p> <p>Workshops & Events</p>	<p>\$370,000</p>
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	X	X	X	X	GPC-RED	Total	Staff	\$360,000
<p>Output 4: Tools and methodologies developed to support mainstreaming the sustainable management of natural capital</p> <p>Indicators</p>								
<p>4.1 No of knowledge products produced on the poverty/environment nexus, in collaboration with partners <i>Baseline: 2; Target (2015): 0</i></p>								
<p>4.1.1 Complete/translate Poverty Environment Handbook</p>								
<p>4.1.2 Develop MPI methodology</p>							<p>Knowledge Products</p> <p>Workshops & Events</p>	
<p>4.2 No of countries where the tools developed are tested and validated <i>Baseline: 3; Target (2015): 0</i></p>								
<p>4.3 No of forums facilitated to introduce the tools developed <i>Baseline: 0; Target (2015): 2</i></p>								
<p>4.3.1 Support training of practitioners on the use of the Poverty Environment Handbook</p>								
<p>TOTAL</p>								<p>\$1,880,000</p>

VI MANAGEMENT ARRANGEMENTS

The Global Policy Centre for Resilient Ecosystems and Desertification (GPC-RED) Team in collaboration with regional bureaus/regional centres, selected country offices, other UNDP Global Policy Centres and relevant research and policy institutions will carry out the project work. The project will maintain strong links with the UN Convention to Combat Desertification (UNCCD) and the Convention on Biological Diversity (CBD). The management arrangements are depicted in Figure 4.

Figure 4: Management Arrangements



Project Board

A Project Board chaired by the Chief of Profession of the BPPS Sustainable Development Cluster will govern the Centre. UNDP will apply the DIM (direct implementation) modality. The Board will be responsible for management decisions and will meet annually or more frequently if deemed necessary by the Chair. The Project Board will provide strategic direction and vision for the sustainability of the Centre; support the Centre's resource mobilization efforts; and approve the budget and workplan.

Membership of the governing body can be expanded or amended as required, with the agreement of Project Board members to invite participation of other UNDP units, future major donors and supporting/collaborating organizations.

A Technical Advisory Committee (TAC) of 12-15 senior level experts and stakeholders will also be established. It will provide substantive inputs and advice for consideration by the Project Board in its priority thematic areas. It will include a representative of the Kenyan government, a representative of the UNCCD, representatives of research institutions, independent experts and specialists from policy institutions from the North and South. The TAC will meet once a year, preferably just prior to the Project Board meeting, or more frequently as required. The TAC will advise on the design and implementation of major GPC-RED initiatives; identify capacity gaps and suggest remedial measures; and support the Centre's networking efforts.

Project Manager

The Project Manager/Director of the Centre will be responsible for the day-to-day management of project activities and the production of outputs as approved by the Board. Implementation of project activities will be supported by GPC-RED staff and through network of consultants and researchers. The Project Manager will report to the Chief of Profession of the Sustainable Development Cluster. She/he will also report to the Chief of Profession, Strategic Policy and Global Positioning, to ensure corporate coordination and coherence on all research activities.

Project Support and Project Assurance

One administrative staff will provide the project support function, with additional support from administrative/finance staff of on-going projects of the Centre. The project assurance role, ensuring that project operations correspond to agreed work plans, budget and UNDP procedures, will be carried out by the BPPS Operations Team.

VII MONITORING FRAMEWORK AND EVALUATION

The monitoring and evaluation of the project will be as follows:

Quarterly Cycle

- On a quarterly basis, a quality assessment and related narrative shall record progress toward the completion of indicator milestones as set in the Results and Resources Framework;
- Regular quarterly updates, especially on progress against output indicator milestones, will be recorded in the corporate monitoring system and complemented by substantive quarterly project progress reports.

- Based on the initial risk analysis a risk log (see Annex I) will be activated in ATLAS and updated by reviewing internal and external environmental factors that may affect project implementation.
- A project lessons-learned log will be activated and updated to ensure ongoing learning and adaptation in the organization and to facilitate preparation of the lessons-learned report at project end.

Annual Cycle

- Annual Review Report. An Annual Review Report will be prepared by the Project Manager and submitted to the Project Board.
- Annual Project Review. Based on the above report, an annual project review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Project Cycle

- At the midpoint of the project, an internal mid-term review of the project will assess progress made toward results outlined in this document. It will initiate adjustments based on the findings;
- An independent evaluation of the project will be undertaken in the quarter of the final year to inform the formulation of the next programme document of the Centre.

VIII LEGAL CONTEXT

REGIONAL AND GLOBAL PROJECTS

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof.

This project will be executed by the agency (**UNDP/BPPS**) (“Implementing partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness,

integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the **Implementing partner** and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via:

http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX ANNEXES

Annex A: Risk Analysis

OFFLINE RISK LOG

		Award ID:		Date: 1 December 2014					
Project Title: Global Policy Centre for Resilient Ecosystems and Desertification: <i>Advancing global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems</i>									
#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management response	Owner	Submitted, updated by	Last Update (Date)	Status
1	The Centre is slow to become a brand on other fragile ecosystems	1 December 2014	Organisational	P=4 I=4	The Centre's expanded mandate beyond drylands will require immediate attention to securing partnerships with globally recognised centres and quick learning by doing from Centre staff. The project will allocate an initial period for cultivating partnerships.	GPC-RED Director			
2	UNDP's organizational restructuring process impairs the Centre's ability to deliver	1 December 2014	Organisational	P=3 I=4	Recruit and deploy the staff to support the Centre as soon as possible.	Chief of Profession, Sustainable Development Cluster, BPPS UNDP HQ			

3	The Centre fails to establish a strong platform for knowledge sharing and multidisciplinary dialogue on biodiversity and ecosystems	1 December 2014	Operational	P=3 I=3	Early action in securing the resources for BES-NET and clarifying the nature of Centre support as host	Chief of Profession, Sustainable Development Cluster, BPPS UNDP HQ		
4	The Centre fails to establish other essential platforms for discussions and knowledge sharing internally and externally	1 December 2014	Operational	P=3 I=3	The Centre will build on its long experience and track record to build new relationships to respond to and advance expanded mandate.	GPC-RED Director		
5	Insufficient resources available for supporting initiatives included in the Centre's mandate	1 December 2014	Financial	P=1 I=3	Partner with RBx, RCs and COs for cost sharing; mobilise additional resources from external partners	GPC-RED Director		
6	Continuing requests for technical support from country offices that the Centre cannot meet	1 December 2014	Political/ operational	P=2 I=2	Continuing clarification of the mandate of global policy centres to reduce overlap and encourage synergy with regional hubs and headquarter units	Chief of Profession, Sustainable Development Cluster, BPPS UNDP HQ		

Annex B: A note on the baselines

1.1 The five publications comprising the baseline are as follows:

1. **The Forgotten Billion: MDG Achievement in the Drylands (2011)**²

²[http://www.undp.org/content/undp/en/home/librarypage/environment-](http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/the_forgotten_billionmdgachievementinthedrylands.html)

[energy/sustainable_land_management/the_forgotten_billionmdgachievementinthedrylands.html](http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/the_forgotten_billionmdgachievementinthedrylands.html)
The purpose of this publication is to highlight the development challenges faced by people who live in drylands and to outline how these challenges can be tackled successfully. Covering about 40 percent of the world's land surface, dryland is home to more than 2 billion people in nearly 100 countries, of which about half remains under poverty. It will be impossible to meet the Millennium Development Goals (MDGs) by 2015 if life does not improve for the poor people of the drylands. Together, they are the forgotten billion.

The publication stresses that the policies designed to meet the needs of dryland peoples must be based on a sound understanding of the full complexity and dynamics of dryland ecosystems. They need to emphasize the value of dryland ecosystem services and the investment and marketing opportunities they offer.

2. **Unlocking the Development Potential of Drylands: Lessons from Ethiopia and Uganda (2014)**

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/country-specific-evidence/unlocking-the-development-potential-of-drylands--lessons-from-et.html

This report is a compilation of evidence based lessons learnt and best practices identified from a 5 year Integrated Drylands Development Programme (IDDP) initiative implemented in Ethiopia and Uganda. The report brings to light the many innovative and sustainable ways the world's most arid lands can turn the hopelessness of its people into optimism focused on the future. It validates that the specific agricultural strategies borne from the drylands can be replicated anywhere, as these are ultimately based on a conservation mindset, respect for traditional methods and a commitment to involving the local community. And that the ultimate benefit of this sound policymaking extends beyond the locals who directly benefit from these policies to development practitioners worldwide who can adapt and scale the methods of the drylands to their lands.

3. **Dryland Opportunities: A new paradigm for people, ecosystems and development**² [2009]

²http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/dryland-opportunities-a-new-paradigm-for-people-ecosystems-and-development.html

This publication aims to present a vision for drylands that makes their sustainable development a global rather than a local responsibility.

The publication applies the new scientific insights on complex dryland systems to practical options for development. A new dryland paradigm is built on the resources and capacities of dryland peoples, on new and emergent economic opportunities, on inward investment, and on the best support that dryland science can offer.

[1.2] The five initiatives comprising this baseline are as follows:

1. TerrAfrica/Uganda: Mainstreaming and implementation of Sustainable Land Management practices in six cattle corridor districts.
2. TerrAfrica/Ethiopia: Improving livelihoods and coping mechanisms of pastoral communities in

the Afar Region.

3. Oases/Morocco: Enhancing livelihoods and management of natural capita in the Oases of Southern Morocco ("Programme Oasis Sud")
4. Mainstreaming/Ghana: Mainstreamed drylands development issues into national, district and community level development plans.
5. Kasserine/Tunisia: Implementation of Regional Action Program to Combat Desertification in poor/marginalized Governorate of Kasserine

[1.3] The five events and forums that comprise the baseline are as follows:

6. 3rd scientific meeting of the Economics of Land Degradation (ELD) Initiative (4 – 6 June 2014, Nairobi – Kenya)
7. ELD country level consultations held in Kenya, Sudan and Tanzania between April and Oct 2014 (3 events)
8. Equator Prize For Sustainable Land Management In Sub-Saharan Africa Award Ceremony (17 June 2014, Nairobi, Kenya)

[2.1] The five publications included in the baseline are as follows:

1. **Mainstreaming Drought Risk Management: A Primer (2011)**

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/mainstreaming_droughtriskmanagementprimer.html

This publication provides a basic roadmap for mainstreaming drought risk management principles and practices into development planning and programming at different levels. It outlines the steps to define drought risks within a given context and presents a methodology for translating risk assessment and metrics into specific policy measures, planning instruments and measurable interventions.

The generic stepwise approach suggested within this publication can be readily modified and adapted to various country-specific contexts, sectoral structures and technical arrangements, and thus serves as a useful guide for various drought-focused projects. The Primer will also contribute to the growing body of knowledge on climate change/variability adaptation in Africa and throughout the world.

2. **Drought Risk Management: Practitioner's Perspectives from Africa and Asia (2011)**

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/drought-risk-management-from-africa-and-asia/

This report reviews the current drought risk management (DRM) institutional and programmatic landscape in Africa and Asia and maps out some of the main DRM capacity gaps and gap-filling opportunities. It highlights important similarities in DRM issues across Africa and Asia and identifies priority areas to which the inter-regional south-south cooperation could add value. This study is based upon consultations with key individuals in both continents, an online survey of some 400 people working in drought related fields and the First Africa-Asia Drought Adaptation Forum held in Bangkok, Thailand, in June 2011.

3. **Promoting Sustainable Livelihoods, Reducing Vulnerability and Building Resilience in the Drylands: Lessons from the UNDP Integrated Drylands Development Programme (2013)**

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/promoting-sustainable-livelihoods--reducing-vulnerability-and-bu.html

This publication presents some of the key activities, achievements, lessons and good practices to date based on IDDP programme implementation in Benin, Ghana, Kenya, Mozambique, Namibia and Tunisia. The publication is expected to be useful to practitioners and partners working on or supporting drylands development, UNDP Country Offices, and other stakeholders. It will also serve as a tool for creating more general awareness about the opportunities and challenges in the drylands.

4. Understanding Community Residence: Findings from Community-Based Resilience Analysis (CoBRA) (2014)

http://www.undp.org/content/undp/en/home/librarypage/environmentenergy/sustainable_land_management/CoBRA/CoBRA_assessment/

The Community Based Resilience Analysis (CoBRA) assessment methodology is one of the first practical analytical tools developed to identify indicators for measuring community resilience. This report summarizes the findings of the first round of CoBRA field-testing in four drought-prone locations in Kenya (Marsabit, Turkana and Kajiado counties) and Uganda (the Karamoja sub-region). It also reports on the outputs of subsequent validation sessions held in each of the four locations with local technical stakeholders and community representatives. Individual assessment reports for each location are attached as Annexes to this report.

5. Community-Based Resilience Analysis (CoBRA): Conceptual Framework and Methodology (2014)

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/CoBRA/cobra-conceptual-framework/

The Community-Based Resilience Analysis (CoBRA) is a tool designed to measure and identify the key building blocks of community resilience, or "resilience characteristics", and assess the attribution of various development/ humanitarian interventions in attaining these resilience characteristics.

In order to help communities onto a path of resilience building, rather than increasing vulnerability, it is clear that a multi-faceted approach at scale is required. This is in sharp contrast to the current fragmented, largely sectoral and project-based approach to interventions. In disaster affected areas, where protracted crises with spikes in need are the norm, resilience measurement tools are required through which to document evidence of groups of interventions that have high impact and spur positive changes at household and community levels.

This publication presents the conceptual framework that underpins the CoBRA model and describes in brief the methodology that supports the model.

[2.2] The five initiatives included in the baseline are as follows:

1. Building Drought Resilient Dryland Communities in the Horn of Africa (Djibouti, Ethiopia, Kenya, Uganda) [4 initiatives]
2. IGAD Resilience Analysis Unit (RAU) initiative

[2.4] The six major events included in the baseline are as follows:

1. First Africa-Asia Drought Adaptation Forum held in Bangkok, Thailand, 2011
2. Second Africa-Asia Drought Adaptation Forum held in Nairobi, Kenya, (1-2 October 2012)
3. Third AADAF was held on 14-21 August 2013 in Xinjiang, China,
4. High-Level Meeting on National Drought Policy held in Geneva on 11-15 March 2013
5. Fifth Africa Drought Adaptation Forum held back-to-back with the Fourth Africa Regional Platform for Disaster Risk Reduction in February 2013.

6. An African Policy Dialogue and Learning Exchange, Building Resilient Nations and Communities: Workshop to Build Resilience to Combat Climate Change and Disasters (Nairobi, Kenya, April 28th – 30th 2014)

[3.1] The three networks included in the baseline are:

1. Africa/Asia Drought Adaptation Network
2. Community of Practice on Sustainable Drylands Livelihoods (Arab States)
3. Drought Online: <http://www.disasterriskreduction.net/drought-online/en/>

[4.1] The two products included in the baseline are as follows:

1. Mainstreaming Drylands Development Issues in National Development Planning Frameworks – Generic Guidelines and Lessons Learnt **[2008]**

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/mainstreaming_drylandsissuesintonationaldevelopmentframeworks.html

This publication is divided into two parts. Part I provides generic steps for mainstreaming environmental and socio-economic issues of drylands into national development frameworks. Broadly, drylands mainstreaming steps are structured in five phases: (i) strategic assessments; (ii) awareness raising, participation and partnership building; (iii) planning; (iv) implementation; and (v) learning, monitoring and evaluation. Development planning is an interactive process and thus many steps can take place simultaneously.

Part 2 is an evidence-based report that illustrates the key lessons learnt and challenges identified by 21 case countries around the world in mainstreaming environmental issues with a particular focus on drylands into national development planning processes.

2. Community-Based Resilience Analysis (CoBRA): Implementation Guidelines (2014)

http://www.undp.org/content/undp/en/home/librarypage/environment-energy/sustainable_land_management/CoBRA/cobra_guide/

The CoBRA Implementation Guidelines have been developed to support organisations proposing to undertake an initial (and repeat) CoBRA assessment. Such organisations could include Government, non-governmental organizations and UN agencies. Ideally the assessment should be undertaken by multi-agency teams so as to avoid bias in community responses and reiterate the multi-sectoral and multi-stakeholder nature of resilience.

This publication builds on the methodology section of the CoBRA Conceptual Framework and Methodology and provide more detailed and practical guidance. Completing a CoBRA assessment comprises three phases, which are further broken down into a series of logical steps. For each step, the guidelines outline:

- Issues which the implementing agency needs to consider;
- The specific activities that need to be undertaken; and
- The outputs at the end of that particular step.

The guidelines also provide a comprehensive set of data collection tools and formats as annexes (i.e., Supporting Documents of SDs). They support implementers at each step in collecting field data, undertaking initial analysis and presenting findings etc.

[4.2] CoBRA was tested in 3 countries (Ethiopia, Kenya, Uganda)