

United Nations Development Programme



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Global Policy Centre for Resilient Ecosystems and Desertification (GC-RED) in Nairobi Global Policy Centre Programme Document 2015-2020

Project Title:	Global Policy Centre for Resilient Ecosystems and Desertification: Advancing global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems
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: Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced</p> <p>Output 2: Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed</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	GC-RED, UNDP Regional Centres, UNEP, Selected Partners

Project Substantive Revision Justification

This substantive revision serves to incorporate the BES-Net initiative as a full scale output under the Global Policy Centre main project. This comes as a result of resources mobilized from the Government of Germany for the full implementation of BES-Net in support of the Intergovernmental Platform for Biodiversity and Ecosystems Services and to support UNDP's work on the science-policy interface of development programmes. The revision therefore changes the structure of the project to one of an award with two main outputs as listed below:

- 1) Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced
- 2) Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed

Other changes in the project document are reflected in sections **II. Strategy** - which now reflects the creation of a dedicated output for BES-Net with explicit and stronger links to the Intergovernmental Platform for Ecosystems Services (IPBES); **III. Integrated Results and Resources Framework** - which elaborates on the two outputs and their milestones; **IV. Annual Workplan and Budget** - which incorporates the additional funds for BES-Net.

The creation of an output that is fully dedicated to BES-Net is in line with the original project narrative which has BES-Net as a component; it is therefore already aligned to original objectives of the project.

This revision also serves to extend the duration of the project from 2017 to 2020 to cater for the BES-Net output which ends in 2020. A review of the project will be undertaken to align it with the new UNDP Strategic Plan in 2018.

Programme Period:	2015 - 2020
Strategic Plan Outcomes	1, 5, 6, 7
Atlas Award ID:	00087434
Start date:	01 January 2015
End Date:	31 December 2020
Management Arrangements:	DIM

Total resources required	USD 16,548,113
Total allocated resources:	9,034,695
▪ UNDP (Indicative)	2,500,000
▪ UNSO Trust Fund	1,584,582
▪ Germany	4,950,113
Unfunded budget:	7,513,418
In-kind Contributions:	USD

Agreed by (UNDP):



Magdy Martinez-Soliman, Assistant Administrator and Director, Bureau for Policy and Programme Support (BPPS)

8 JULY 2016

Date

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 Global Policy Centre on Resilient Ecosystems and Desertification (formally 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 and other fragile ecosystems, including the implementation of the UN Convention to Combat Desertification (UNCCD). In addition, the Centre embraces 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 focus on sustainable

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.

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 let alone measured. For example, it is typically not captured in official statistics. As a result, sustainable management of natural capital is often not prioritised 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/

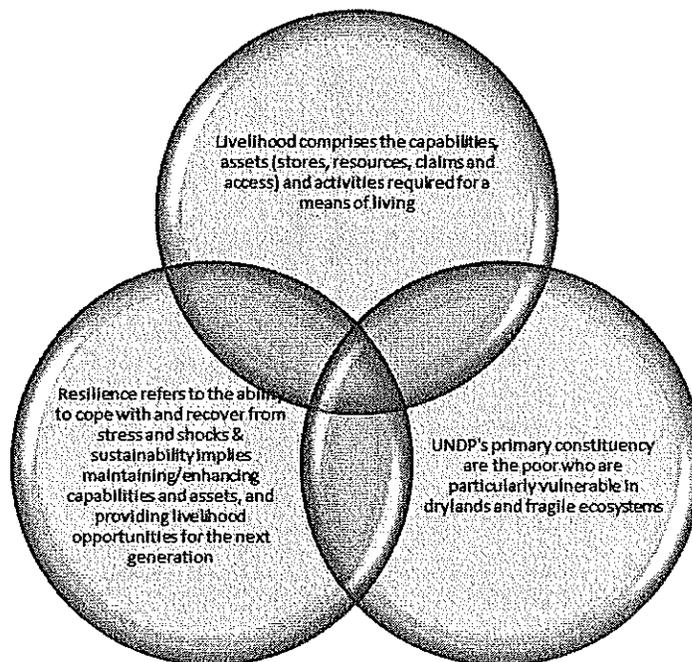
¹¹ Robert Chambers and Gordon Conway, Sustainable rural livelihoods: practical concepts for the 21st century, IDS (Institute of Development Studies) Discussion Paper 296, Dec. 1991 <http://opendocs.ids.ac.uk/opendocs/bitstream/handle/123456789/775/Dp296.pdf>

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 (GC-RED)



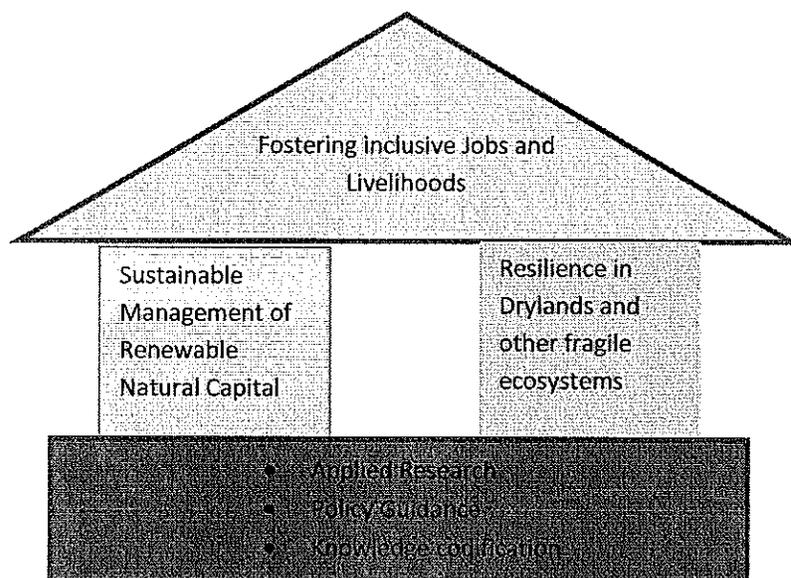
II STRATEGY

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 (GC-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. Following the mobilization of resources for the BES-Net initiative, a dedicated output has been created under the project for more effective delivery of the initiative. Full details of the BES-Net initiative are outlined in Annex-C.

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 nexus 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.

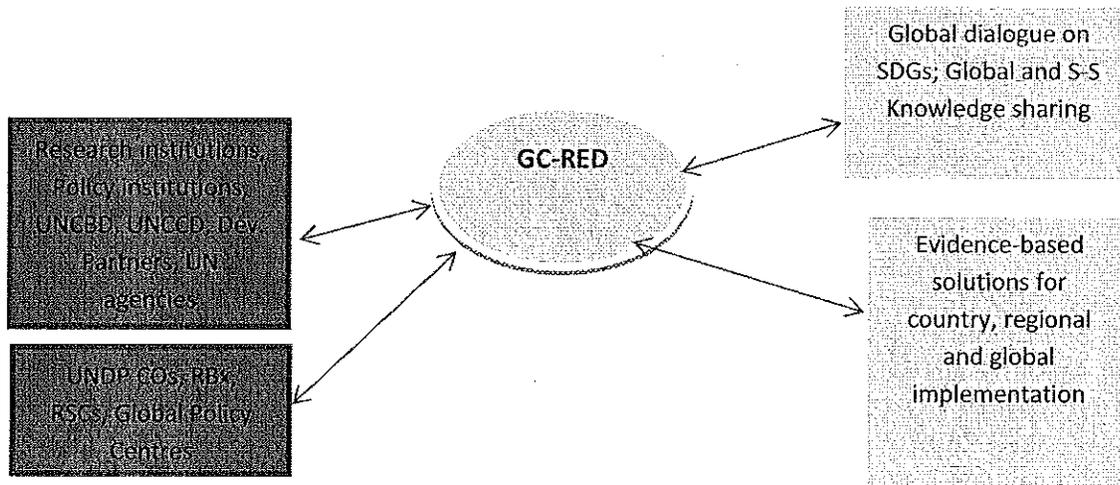
policy—speaking to the key economic and social parameters that define contemporary development discourse.

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 and the Intergovernmental Platform for Biodiversity and Ecosystems Services (IPBES). 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



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), the Convention on Biological Diversity (CBD) and the Intergovernmental Platform for Biodiversity and Ecosystems Services (IPBES) to facilitate networking and the dissemination of good practices and policies. The proposed outputs and activities of the Centre, within the programme cycle (2015-2020), are indicated below.

Output 1: Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced

This output will deliver on the Centre’s core policy work as outlined in the activities below:

Activity 1 – Undertake applied research and analysis, and generate evidence on policies and good practices in the sustainable management of natural capital that optimize jobs and livelihoods

Under this activity, GC-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.

Activity 2 – Undertake applied research and analysis, and generate evidence on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems

Under this activity, GC-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.

Activity 3: Facilitate dialogue and networking among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable development and resilience building practices

Under this activity, the Centre will leverage its extensive networks to generate space for dialogue and mutual learning on optimal policies and best practice on the poverty/environment nexus and relevant themes.

Activity 4: Develop tools and methodologies to support mainstreaming resilience and the sustainable management of natural capital into development programmes

This activity, 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.

Output 2: Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed.

This output will work to contribute to the science-policy interface in the management of natural capital for enhanced resilience through 1). operationalizing the Biodiversity and Ecosystem Services Network (BES-Net) platform. 2). provide capacity building and information sharing through an online matchmaking facility and face-to-face national and regional dialogue events and 3). forge partnerships with expert institutions to undertake and train national governments in undertaking national biodiversity and ecosystems assessments. Detailed activities are outlined below:

Activity 1: Undertake national and regional Dialogues; and develop and provide dedicated online tools through BES-Net for policymakers, scientists and practitioners to dialogue, and address issues from IPBES global assessments and also from national thematic assessments.

This activity will focus on the face-to-face elements of the BES-Net initiative by undertaking national and regional level Dialogues involving three main constituents – scientists – policy makers and development practitioners, which will lead to the development of policy support tools for biodiversity and ecosystems services management.

Activity 2: Undertake national ecosystems assessments and develop accompanying policy support tools to be utilized by decision makers.

Under this activity the project will partner with an expert organisation to undertake and develop capacities of countries in national biodiversity assessments to complement the global assessments being undertaken by IPBES. The national assessments also form part of the overall support that Centre, through BES-Net, towards the science-policy interface. They will also serve as a means for the dissemination of findings and recommendations of the global IPBES assessments.

Activity 3: Facilitate the mainstreaming of regional and global ecosystem assessment tool, methodologies and products into relevant national policy contexts in target countries

The focus of this activity will be in the development and dissemination of policy support tools for the integration of biodiversity management in national policies and programmes.

Activity 4: Undertake programme coordination and management; partnership development and communication

This activity caters for the management and coordination of the BES-Net initiative

III. 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 (GC-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.

OUTPUT 1	Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2015-2017)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Activity 1: Undertake applied research and analysis, and generate evidence 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:</i> 3</p> <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>Target: 4</p> <p>Milestone (2015): 2</p> <p>Milestone (2016): 1</p> <p>Milestone (2017): 1</p> <p>Target: 5</p> <p>Milestone (2015): 2</p> <p>Milestone (2016): 2</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>1.2.1 Provide policy and technical advice to the initiative on Integrated Development Planning in Southern Morocco</p>	<p>GC-RED, RBx, partners (UNCCD, ICRAF, GIZ, others)</p>	<p>\$2.3 million</p> <ul style="list-style-type: none"> • GC-RED staff time • Research and consultancy cost • Events/initiatives costs • Travel cost • Knowledge products

<p><i>Baseline: 5</i></p>	<p>Milestone (2017): 1</p>	<p>(specifically natural capital/livelihoods nexus)</p>	
<p>1.2.2 Provide strategic and technical 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 RSCs.</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. No of major events, and forums supported on the sustainable management of natural capital in drylands and other fragile ecosystems <i>Baseline: 5</i></p>	<p>Target: 5 Milestone (2015): 1 Milestone (2016): 2 Milestone (2017): 2</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</p>	

<p>Activity 2: Undertake applied research and analysis, and generate evidence on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems</p> <p>Indicators</p> <p>2.1 No of knowledge products produced on socio-ecological resilience in drylands and other fragile ecosystems, in collaboration with partners <i>Baseline:</i> 5</p>		<p>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 organization of UNCCD/COP 13 and another event to be identified (2017)</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</p>	<p>GC-RED, RBx, partners (IGAD, FAO, UNICEF, WFP, others)</p>	<p>\$2.6 million</p> <ul style="list-style-type: none"> • GC-RED staff time • Research and consultancy cost • Events/initiatives costs • Travel cost • Knowledge products
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<p>2.2 No of initiatives supported to mainstream policies to enhance socio-ecological resilience in drylands and other fragile ecosystems</p> <p><i>Baseline: 5</i></p>	<p>Target: 6 Milestone (2015): 3 Milestone (2016): 1 Milestone (2017): 2</p>	<p>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-face capacity building on key areas for the GC-RED, including Land Degradation and Restoration</p> <p>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</p>	
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<p>2.3 No of initiatives supported to restore socio-ecological resilience in communities emerging from crisis and to 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>Target: 4 Milestone (2015): 2 Milestone (2016): 1 Milestone (2017): 1</p> <p>Target: 8 Milestone (2015): 3 Milestone (2016): 3 Milestone (2017): 2</p>	<p>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 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</p>	
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<p>Activity 3: Facilitate dialogue and networking among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable development and resilience building practices</p> <p>Indicators:</p> <p>3.1 No of networks operational and strengthened on sustainable management and resilience building practices</p> <p>Baseline: 2</p> <p>Activity 4: Develop tools and methodologies to support mainstreaming resilience and the sustainable management of natural capital into development programmes</p> <p>Indicators:</p> <p>4.1 No of knowledge products</p>	<p>Target: 4 Milestone (2015): 4 publications – one per quarter Milestone (2016): 4 publications – one per quarter Milestone (2017): 4 publications – one per quarter</p> <p>Milestone (2015): 1 Milestone (2016): 1 Milestone (2017): 1</p> <p>Target: 4 Milestone (2015): 1</p>	<p>each of 2016 and 2017</p>	<p>GC-RED, RBx, partners</p> <p>GC-RED, RBx, partners (UNEP, IIED, OPHD),</p>	<p>\$2,000,000</p> <ul style="list-style-type: none"> • GC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products <p>\$1.7 million</p> <ul style="list-style-type: none"> • GC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products
<p>3.1.1 Strengthen and operate the “Africa-Asia Drought Adaptation Network”</p>	<p>3.1.2 Identify and establish new dialogue and networking opportunities</p>	<p>each of 2016 and 2017</p>	<p>GC-RED, RBx, partners</p> <p>GC-RED, RBx, partners (UNEP, IIED, OPHD),</p>	<p>\$2,000,000</p> <ul style="list-style-type: none"> • GC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products <p>\$1.7 million</p> <ul style="list-style-type: none"> • GC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products

<p>produced on the poverty/environment nexus, in collaboration with partners <i>Baseline: 2</i></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>Milestone (2016): 2 Milestone (2017): 1</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>4.1.1 Complete the Poverty Environment Handbook and translate it into French, Spanish and Russian. 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. 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 4.2.2 Test the application of new products in at least 2 countries</p> <p>4.3.1 Provide policy and technical</p>	<p>others)</p>	
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		<p>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 methodology in national statistical/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>		
Subtotal (Output 1)				8,600,000
OUTPUT 2				
<p>Activity 1: Undertake national and regional Trialogues; and develop and provide dedicated online tools through BES-Net for policymakers, scientists and practitioners to dialogue, and address issues from IPBES global assessments and also from other national thematic assessments.</p> <p>Indicators:</p> <p>1.1 Number of regional Trialogues</p>	<p>Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed</p> <p>Target: 4 Milestone (2016): 1 Milestone (2017): 1</p>	<p>1.1.1 Triologue methodology and toolkit prepared</p>	<p>UNDP</p>	<p>\$886,536.00</p> <ul style="list-style-type: none"> • GC-RED staff time • Networking and consultancy cost • Travel cost • Knowledge products

<p>held</p> <p>1.2. No. of regional Trialogues held – other thematic areas and regions</p> <p>1.3. Number of national Trialogues held at the end of the support to national assessments</p> <p>1.4. Number of dedicated web-pages and online tools developed and used for preparing Trialogues, disseminating its results and for continued discussions</p> <p>Baseline:</p> <p>-Trialogues: 0</p>	<p>Milestone (2018): 1</p> <p>Milestone (2019): 1</p> <p>Milestone (2017): 1</p> <p>Milestone (2018): 1</p> <p>Milestone (2019): 1</p>	<p>1.1.2 Four regional Trialogues, bring together policymakers, scientists and practitioners, applying the findings of global and thematic assessments of IPBES to address development questions (Eastern Europe, Africa, Latin America and Asia)</p> <p>1.2.1 Regional Trialogues undertaken across regions</p> <p>1.3.1. Four national Trialogues are held in countries where national assessments are conducted.</p> <p>1.3.2. National Trialogues are held in 6 countries where national assessments are conducted</p> <p>1.4.1 BES-Net facilitator tool kit developed</p> <p>1.4.2 Local facilitators from regional centres of excellence such as CONABIO, SANBI and the ASEAN Biodiversity Centre are trained on the BES-Net Trialogue facilitation toolkit;</p> <p>1.4.3 Knowledge products and communication materials developed and disseminated;</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>\$800,000</p> <p>(Unfunded RM efforts for this is ongoing)</p> <p>\$800,000</p> <p>(Unfunded RM efforts for this is ongoing)</p>
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<p>-Web tools: 0</p> <p>Activity 2: Undertake national ecosystems assessments and develop accompanying policy support tools to be utilized by decision makers</p> <p>Indicators:</p> <p>2.1. Number of national assessments undertaken through capacity building support provided by the project</p> <p>2.2. Number of plans in place to implement the policy support tools identified by each national assessment process</p>	<p>Target: 4</p> <p>Milestone (2016): 1</p> <p>Milestone (2017): 1</p> <p>Milestone (2018): 1</p> <p>Milestone (2019): 1</p>	<p>1.4.4 Follow-up from the Trialogue events is conducted in each of the participant countries, using tools on the BES-Net web portal, the IPBES national platforms and UNDP networks to facilitate information exchange and report on implementation</p> <p>1.4.5 <i>Online web development and hosting; maintenance of web presence; training; expansion of facilitation team; communication and knowledge materials</i></p> <p>2.1.1. Consultations on the process to conduct national assessments;</p> <p>2.2.1. Regional or international groups of experts are established to assist in guiding the national assessments</p>	<p>UNDP</p> <p>UNDP</p> <p>WCMC</p> <p>WCMC</p> <p>WCMC</p>	<p>\$1,400,000 (Unfunded RM efforts for this is ongoing)</p> <p>\$2,037,040</p> <ul style="list-style-type: none"> • Consultancy cost • Travel cost • Knowledge products
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<p>2.3. Number of report of national assessments developed and shared on the BES-Net, SGA Network and UNER-WCMC websites</p> <p>Baseline: 0</p> <p>Activity 3: Facilitate the mainstreaming of regional and global ecosystem assessment tool, methodologies and products into relevant national policy contexts in target countries</p> <p>Indicators:</p> <p>3.1. Number of assessment reports and summaries for policy makers (4), as well as IPBES methodologies (guide for assessments) (1) and policy support tools (IPBES</p>	<p>Target: 4</p> <p>Milestone (2016): 2 (1 Assessment report & 1 Summary);</p> <p>Milestone (2017): 2 (1 Assessment report & 1 Summary and support tool);</p> <p>Milestone (2018): 2 (1 Assessment report & 1 Summary and support tool);</p> <p>Milestone (2019): 2 (1 Assessment report & 1 Summary and support tool);</p> <p>Milestone (2020): 2 (1 Assessment report & 1 Summary and support tool);</p>	<p>2.2.2. Country-level capacity building activities are delivered in parallel with the Trialogues and national assessments to develop communities of practice;</p> <p>2.3.1. Four national assessments on biodiversity and ecosystem services (one in each region);</p> <p>2.3.2. Follow-up from the national assessments conducted in each country, using tools on the BES-Net web portal to facilitate information exchange and report on implementation.</p> <p>3.1.1. The methodology for capacity building on national assessments codified and recorded in the toolkit for dissemination;</p> <p>3.1.2. Workshops and exchange visits to share experiences between countries, and mechanisms developed to allow</p>	<p>WCMC</p> <p>WCMC with support from UNDP</p> <p>UNDP</p> <p>UNDP and WCMC</p> <p>UNDP and WCMC</p>	<p>\$292,500.00</p>
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<p>Catalogue of policy support tools and methodologies) (1) are introduced and used during the Regional Trialogue and national events</p>		<p>information flow from the national activities to IPBES assessments and task forces.</p>		
<p>3.2. Number of reports and other significant inputs distributed and shared with the IPBES community</p>		<p>3.2.1. Develop national action plans for integration/mainstreaming of assessment results in national development processes</p>	<p>UNDP</p>	
<p>3.3. Number of methodological tools produced to measure the impact of the BES-Net Trialogues</p> <p>Baseline: 0</p>		<p>3.2.2. The IPBES tools, methodologies and assessment reports are used as the main inputs in resource materials for national and regional assessments and Trialogues</p> <p>3.3.1. Develop methodology to monitor and evaluate the effectiveness of the BES-Net Trialogues</p>	<p>UNDP</p>	
<p>Activity 4: Undertake programme coordination and management;</p>		<p>3.3.2 Analysis undertaken of capacity building indicators used to measure the impact of science-policy-practice dialogues</p> <p>4.1. 1. Project implementation and management</p>	<p>UNDP</p>	<p>\$1,732,037</p>

partnership development and communication		4.1.2. Partnership development and management		
Sub-total (Outputs 2)		4.1.3. Monitoring and evaluation		\$7,948,113
Total Budget				16,548,113

* Resource mobilization efforts for the project are ongoing. Project activities will be prioritized and implemented on an annual basis as per approved workplans.

IV. PROVISIONAL ANNUAL WORK PLAN FOR 2016

Output 1: Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced

EXPECTED ACTIVITIES And indicators	Baseline/Target		PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBILITY		PLANNED BUDGET	
	2015 Base- line Achiev'm't	2016		Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount in USD	
Activity 1: Applied research and analysis undertaken, and evidence provided on policies and good practices in the sustainable management of natural capital that optimizes jobs and livelihoods (Linked to ABP SP Output 1.3)											
1.1 No of knowledge products produced on the sustainable management of natural capital in support of jobs and livelihoods, in collaboration with partners	3	3	1.1.1. Compile with UNCCD the first edition of the Global Land Outlook (GLO) to identify policy, capacity and investment options for sustainable land management and restoration in the context of the SDGs (2 policy papers and the final GLO publication).	X	X		X	GC-RED	GC-RED	100,000	
1.2 No of initiatives supported to improve or mainstream the sustainable management of natural capital in drylands and fragile ecosystems	5	2	1.2.1. Provide technical advice to pilot the Land Degradation Neutrality approach (SDG Target 15.3) in 2 countries, with the UNCCD and complementing emerging recommendations from GLO.	X	X		X	GC-RED	GC-RED	20,000 5,000	

1.3	No of major events, and forums supported on the sustainable management of natural capital in drylands and fragile ecosystems	5	1	3	1.3.1. Organize, with the UNCCD, the global launch of GLO 1.3.2. Organize, with PEI/PAGE, a workshop during UNEA on different pathways to environmental sustainability and poverty reduction 1.3.3. Contribute to the next Poverty-Environment Partnership workshop	X X X	X X X	Workshop Workshop Workshop	5,000 5,000 5,000
Sub-total budget for Activity 1									
Activity 2: Applied research and analysis undertaken and evidence provided on policies and good practices in fostering socio-ecological resilience in drylands and fragile ecosystems (Linked to ABP SP Output 5.2)									
2.1.	No of knowledge products produced on socio-ecological resilience	5	3	3	2.1.1. Provide technical support to the comprehensive analysis of UNDP's experience in resilience building and development of UNDP's policy on Resilience 2.1.2. Develop corporate operational guidelines on community-based resilience measurement/analysis and M&E 2.1.3. Support the joint-JUN initiative to develop resilience assessment and analysis learning modules for Africa	X X X	X X X	Workshop/ Travel Consultancy/ Travel Publication Staff time	10,000 30,000 7,000 0
2.2.	No of initiatives supported to mainstream policies to enhance resilience	5	2	4	2.2.1 Support UNDP initiatives on strengthening resilience capacity in Africa region 2.2.2 Support UNDP Kenya's Governance of DRR in Kenya project	X X	X X	GC-RED GC-RED	0 0

2.3. No of initiatives supported to restore resilience in crisis-affected communities	0	2	2		2.3.1. Provide support to rolling out corporate guidelines on community-based resilience measurement/analysis in selected UNDP countries to improve UNDP's preparedness, crisis response and recovery capacities	X	X	X	X	Consultancy/	40,000
					2.3.2. Provide technical support to countries affected by the crisis in Syria to: i) build the socio-ecological resilience of host communities (Lebanon and Jordan); and ii) stabilize the livelihoods of people directly affected by the conflict inside Syria. Mobilize resources to sustain the delivery of the Centre's technical support.	X	X	X	GC-RED	Travel	
2.4. No of major events, and forums supported	6	4	4		2.4.1. Provide support to the Integrated Drought Management Programme management/ advisory committee meetings		X			Staff time	0
					2.4.2. Resilience assessment/analysis related event(s) in Africa	X			GC-RED	Travel	3,000
					2.4.3. IPBES-4 Meeting (Kuala Lumpur)						
					2.4.4. BES-Net Advisory Committee Meeting	X				Travel	5,000
						X		X		Travel	5,000
Sub-total budget for Activity 2											100,000

Activity 3: Dialogue and networking facilitated among multiple stakeholders and across disciplinary fields on the conceptualization and implementation of sustainable management and resilience building practices (Linked to ABP SP Output 7.5)

3.1 No of networks operational and strengthened on sustainable management and resilience building practices	3	4	2	3.1.1 Provide technical and operational support to BES-Net:								
	4			<ul style="list-style-type: none"> • Face-to-face capacity building Dialogues: 1 selected region • 2 trainings (1 national and 1 regional) on Dialogues • 2 National biodiversity and ecosystems assessments • 1 Regional biodiversity and ecosystems assessment • Manage and maintain the Land Degradation and Restoration module of the BES-Net web portal: Collate GEF experiences and lessons on land degradation and restoration; moderate discussions and queries on the module 					GC-RED		Staff time	0
									GC-RED		Staff time	0
											Staff time	0
									GC-RED		Staff time	0
										Travel	50,000	
											Staff time	0
											Staff time	0

Sub-total budget for Activity 3										50,000	
Activity 4: Tools and methodologies developed to support mainstreaming the sustainable management of natural capital											
(Linked to ABP SP Output 1.3)											
4.1	No of knowledge products produced on the poverty/environment nexus, in collaboration with partners	2	1	2	4.1.1 Translate Poverty Environment Handbook into Arabic	X				Consultancy	10,000
					4.1.2 Develop web-based version of PE handbook		X			Consultancy	5,000
					4.1.3 Develop PE learning module (MOOC)				GC-RED		
					4.1.4 Develop MPI methodology		X		GC-RED		
					4.1.5 Taking SDGs from Policy to Implementation in Regions and Countries: What can we learn about integrated approaches for SDG implementation from the UNDP-UNEP Poverty Environment Initiative	X				Consultancy	5,000
						X				Consultancy	20,000
						X				Publication	5,000
4.2	No of countries where the tools developed are tested and validated	3	0	3	4.2.1 Support to multi-disciplinary MAPS team	X				Travel	5,000
									GC-RED		
									GC-RED		
										Consultancy	10,000
4.3	No of forums facilitated to introduce the tools developed	0	2	1	4.3.1 Support training of practitioners on the use of the Poverty Environment Handbook (Asia-Pacific Region)	X				Travel	5,000
									GC-RED		
									GC-RED		
										Consultancy	5,000
Sub-total budget for Activity 4										70,000	

Sub-total budget for Activity 1										170,561
Activity 2: Undertake national biodiversity and ecosystems assessments										
(Linked to ABP SP Output 1.3)										
2.1. Undertake national ecosystems assessments and develop accompanying policy support tools to be utilized by decision makers	0	2	2.1.1. Inception: List of partner countries for the national level support is consolidated and in-kind contributions secured - global inception meeting organised.	X	X	X	WCMC/GC-RED	GC-RED	Workshop/ Travel	417,815
			2.1.2. Leadership group consisting of national, regional and International experts to guide national assessments established	X	X	X	WCMC/GC-RED	GC-RED		
			2.1.3. Capacity building support to 4 national assessments: Four national assessments on biodiversity and ecosystem services (one in each region) are supported through the SGA Network using the IPBES methodology and conceptual framework. This includes: organisation of a multi-stakeholder meeting to scope of the national ecosystem assessments	X	X	X	WCMC/GC-RED	GC-RED	Training	
			2.1.4. Undertaking the identified specific country-level capacity building activities that support implementation of assessments and policy support tools	X	X	X	WCMC/GC-RED	GC-RED	Staff time	
			2.1.5. Multi-stakeholder workshops focusing on policy support tools and mainstreaming into national policy				WCMC/GC-RED	GC-RED	Staff time Workshop	
Sub-total budget for Activity 2										417,815

Activity 3: Mainstreaming biodiversity and ecosystem services assessment tool

(Linked to ABP SP Output 1.3)

3.1. Facilitate the mainstreaming of regional and global ecosystem assessment tool, methodologies and products into relevant national policy contexts in target countries.	0		3.1.1. IPBES tools, methodologies and assessment reports included in national assessment processes and regional EE Dialogue	X	X	X	GC-RED	GC-RED	GC-RED	Staff time Workshops Travel	76,469
			3.1.2. Reports on how the country-level and regional level activities contribute to the IPBES work and contribute to develop communities of practice around IPBES platforms developed	X	X	X	GC-RED	GC-RED	GC-RED	Staff time Travel	
			3.1.3. Develop methodology to monitor and evaluate the effectiveness of the BES-Net Dialogues	X	X	X	GC-RED	GC-RED	GC-RED	Staff time Consultancy	76,469

Sub-total budget for Activity 3

Activity 4: Programme coordination and communication

4.1. Undertake programme coordination and management; partnership development			4.1.1. Coordinator, technical experts in place to deliver project outputs	X	X	X	GC-RED	GC-RED	GC-RED	Staff time	271,374
											76,469

Sub-total budget for Activity 4

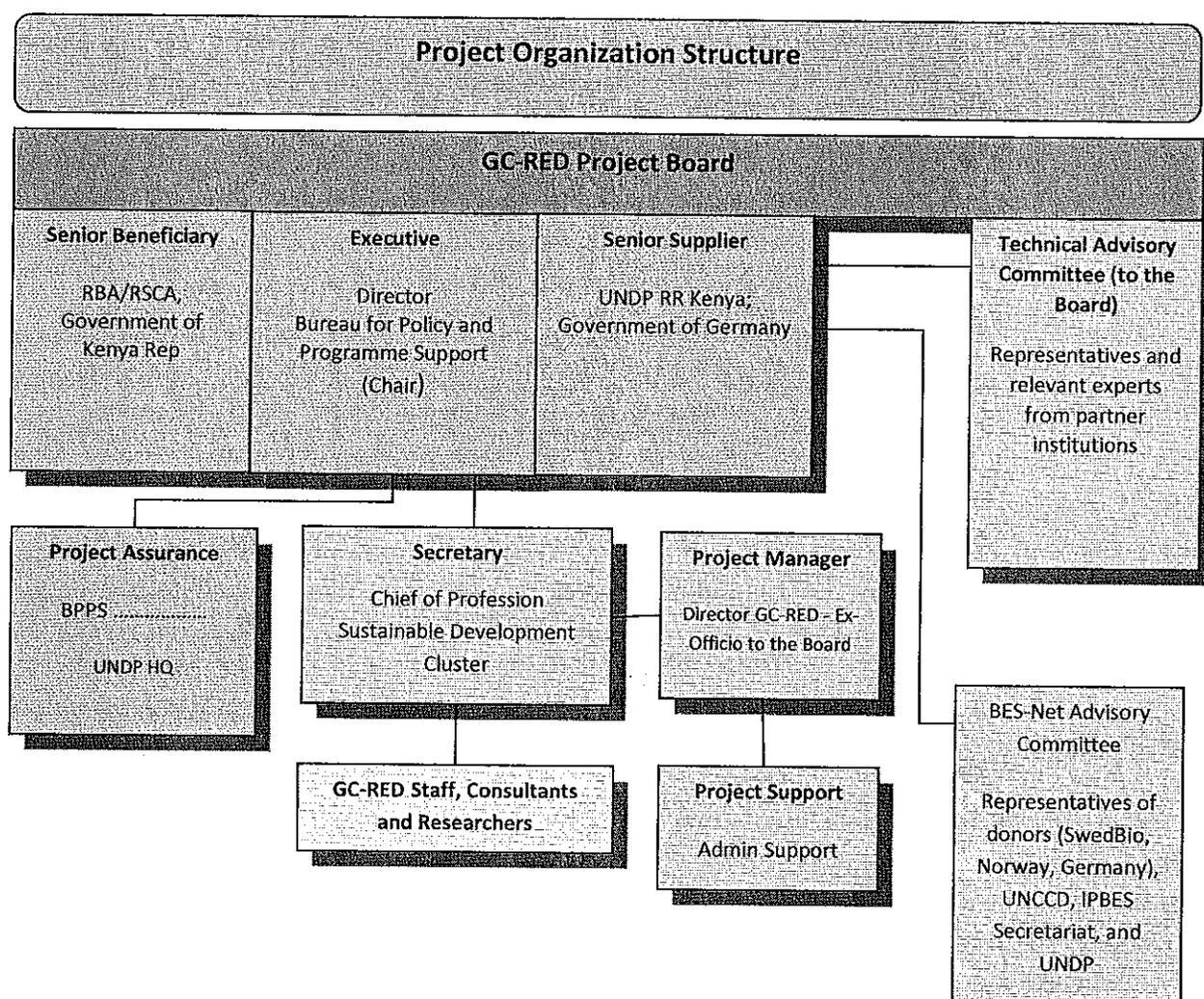
Total for Output 2

GRAND TOTAL											1,913,216
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V. MANAGEMENT ARRANGEMENTS

The Global Policy Centre for Resilient Ecosystems and Desertification (GC-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), the Convention on Biological Diversity (CBD) and related Multilateral Environmental Agreements and bodies (MEAs). The management arrangements are depicted in Figure 4.

Figure 4: Management Arrangements



Project Board

A Project Board chaired by the Director of the Bureau for Policy and Programme Support (BPPS) 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 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 GC-RED initiatives; identify capacity gaps and suggest remedial measures; and support the Centre's networking efforts.

A separate BES-Net Advisory Committee will be constituted to provide substantive inputs and advice to the Project Board and the project manager on BES-Net. This Advisory Committee will comprise the main donors to BES-Net (SwedBio, Norway, Germany), representatives from UNCCD, IPBES and UNDP.

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 GC-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

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 a selected BPPS Programme Team.

VI. 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.

These arrangements will also apply to the BES-Net initiative, which will have separate reports to be submitted to the TTF and will also be evaluated separately.

VII. LEGAL CONTEXT

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 SBAA's 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 SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("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.

VIII. ANNEXES

Annex A: Risk Analysis

OFFLINE RISK LOG

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>		Award ID:		Date: 1 December 2014					
#	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.	GC-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.	GC-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	GC-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			
7	Poor mainstreaming of regional Dialogues into policy-making	Jan 2016	Operational	P = 2 I = 2	Develop and implement a media and communication strategy for the project PR activities involving high level policy participants -	The Global Policy Centre has the overall ownership of	Project Manager		

10	The broad political framework and environment changes in countries and regions.	Jan 2016	Political	P = 2 I = 3	<p>SGA meetings</p> <p>SGA to be part of the BES-Net Advisory Committee, ensuring strategic alignment.</p> <p>Regular coordination meetings to be part of the project management structure</p> <p>International lessons learnt fora and online exchanges to be organized to discuss policy questions</p> <p>Joint fundraising with partners to support further global learning and exchange sharing activities.</p>	<p>The Global Policy Centre has the overall ownership of this risk</p>	Project Manager		
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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)**

[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-](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)
[energy/sustainable_land_management/country-specific-evidence/unlocking-the-development-potential-of-drylands--lessons-from-et.html](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** [2009]

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

Annex C.

Detailed Description of the BES-Net Initiative:

Support to developing capacities to address Science-Policy-Practice interface through the Biodiversity and Ecosystem Services capacity Network (BES-Net)

I. Background

UNDP and IPBES

In 2010, UNDP was requested through the Busan Outcome¹⁴ to play a special role in developing capacity to support the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), to help enable effective management of biodiversity and ecosystems worldwide, implementing the three Rio Conventions and related Multilateral Environmental Agreements (MEAs) in a way that contributes to long-term human well-being and sustainable development. UNDP's commitment to supporting IPBES is set out in UNDP's biodiversity framework, *The Future We Want: Biodiversity and Ecosystems, Driving Sustainable Development - Biodiversity and Ecosystems Global Framework 2012-2020*, which was approved by the UNDP Executive Group in September 2012. This agreed strategy constitutes the basis for UNDP support for the development of the Platform, together with UNEP, FAO and UNESCO, in line with the United Nations Collaborative Partnership Agreement (IPBES/2/8). UNDP is also a resource organization invited to advise the IPBES Capacity Building Task Force.

The focus of UNDP's support is aligned to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion, as set out in UNDP's new Strategic Plan, *Changing with the World: UNDP Strategic Plan 2014-2017*, since decision-making based on sound science and traditional (indigenous) knowledge is critical for maintaining and enhancing the goods and services provided by biodiversity and ecosystems, which underpin sustainable development.

The UNDP-managed Biodiversity and Ecosystem Services Network (BES-Net) is a capacity building "network of networks" that promotes dialogue among science, policy and practice for more effective management of biodiversity and ecosystems, contributing to long-term human well-being and sustainable development.

The Network is supported by face-to-face capacity building activities (the BES-Net Dialogues), a matchmaking facility, and a cutting-edge web portal – with all components being mutually reinforcing. BES-Net is aligned with the thematic and methodological areas of work of IPBES, as well as with its capacity building priorities.

BES-Net is implemented through partnerships with the German Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), the Norwegian Environment Agency and SwedBio at the Stockholm Resilience Centre.

¹⁴ The Busan Outcome is the report of the third ad hoc intergovernmental and multi-stakeholder meeting on an Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services that was held in Busan, Republic of Korea, on 7–11 June 2010. The reference to UNDP's important role in building capacity in the United Nations System is contained in paragraph 5 of the Annex of document UNEP/IPBES/3/3.

BES-Net harnesses UNDP's capacity building expertise at the country level, capitalizes on the accumulated knowledge of best practices and challenges in the field, and brings practitioners into the science-policy arena.

In implementing its mandate, BES-Net follows an inclusive approach, collaborating with relevant Multilateral Environmental Agreements, and drawing on the support of many other partner organizations.

BES-Net has positively responded to a set of requests made by IPBES in 2014 and 2015, through the hosting and development of IPBES products on the BES-Net web-portal. IPBES has also identified the need for capacity development for national ecosystem assessments that it cannot undertake by itself. This project has therefore been developed in partnership with the (UNEP?) World Conservation Monitoring Centre (WCMC) specifically for the development of national capacities for ecosystems assessments and to respond to the IPBES capacity development requirements.

II. Implementation Arrangements

A major focus 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 Global Policy Centre on Resilient Ecosystems and Livelihoods (GC-RED) therefore focuses its work to support UNDP's strategy by exploring 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. 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. It is within this framework that the Centre will provide the managerial and technical support; and will be the UNDP implementing unit for the BES-Net initiative. This will be undertaken with the collaboration of the UNDP GEF team on Biodiversity and Ecosystems management team.

The Centre will work with the World Conservation Monitoring Centre (WCMC), who have been designated as a "Responsible Party" on the project, in the implementation of the national biodiversity and ecosystems assessments components of the project.

This initiative will be implemented in a selected number of partner countries where face-to-face capacity building activities - Trialogues, a matchmaking facility and the sharing of knowledge through a cutting-edge web portal will be implemented. This will be done through a focus on three main target groups to deliver its intended goals of bring the science policy-practice interface into implementation:

- **Policymakers:** These shape policy and legislation in the public sector and civil society. Policymakers use research to inform decision-making, and may need support to demystify the scientific evidence to inform policy. Engaging with a wide range of policymakers across sectors and ministries will help mainstreaming biodiversity and ecosystems management.
- **Scientists and knowledge holders:** Holders and generators of knowledge, these include scientists from academic institutions, NGO researchers or traditional holders and generators of knowledge, as well as

technical specialists involved in managing biodiversity and ecosystems services. Their knowledge significantly contributes to the sustainable management of ecosystems.

- **Practitioners:** These work on the ground, directly or with intermediaries, to define and manage biodiversity and ecosystems challenges. They include members of NGOs, Intergovernmental Organizations, the private sector as well as indigenous people and local communities. Their engagement is critical for informing and implementing policy making and in the generation and maintenance of sustainable livelihoods options and opportunities.

The initiative will engage with indigenous people and local communities as one of the three target groups involved in the Dialogues and as knowledge holders for the assessments. In doing so, the appropriate international guidelines on prior and informed consent and access and benefit-sharing, the IPBES guidelines as well as UNDP's Social and Environmental Screening Procedures will be followed. These will ensure that the initiative adheres to a human rights approach, takes full consideration of marginalized and disadvantaged groups and integrates gender concerns.

This initiative will contribute to raising the level of ambition concerning the conservation of biodiversity in partner countries and regions by enabling effective management of biodiversity and ecosystems for sustainable development, as outlined in the 2030 Sustainable Development Goals. In particular, it supports developing countries to address questions highlighted through the newly-established IPBES platform. The project will directly address capacity building needs identified by IPBES, and contribute to implementing biodiversity-related multilateral agreements, in particular, by contributing to informing National Biodiversity Strategies and Action Plans and resource mobilization strategies. It will also aim at harnessing existing work and initiatives by using its privileged access to IPBES national focal points and stakeholders and leveraging UNDP's networks in the context of the following projects and programs:

- **IPBES**, through its Secretariat and the IPBES national focal points on the presentation of IPBES and the dissemination of its work and products;
- **IPBES Stakeholders and BES-Net partners**, comprising more than 45 global organizations from the science, policy and practice arena as well as United Nations organizations (FAO, UNESCO, UNU, CITES, etc.)
- **BES-Net Advisory Committee Members**, comprising the Secretariats of the CBD and UNCCD, the IPBES Capacity Building Technical Support Unit;
- **Members of the SGA Network** and other UNEP-WCMC-managed Networks;
- **UNDP's networks** in the context of the following projects and programs: the NBSAP Forum, the UNDP biodiversity and ecosystems portfolio funded through the GEF, the UNDP-managed GEF Small Grants Programme and the Equator Prize community; and
- **National CBD focal points**

The initiative is being financed by the German government, in this regard it will collaborate with other IKI/BMUB-funded projects such as:

- The Biodiversity Finance Initiative (BIOFIN) - Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management;
- The Global ICCAs (Indigenous peoples' and Community Conserved Territories and Areas) Support Initiative; and the
- The Ecosystem-Based Adaptation in Mountain Ecosystems project.

The project will provide regional support through BES-Net Trialogues in 4 regions:

- Eastern European Region;
- Association of Southeast Asian Nations (ASEAN) countries;
- Southern African Development Community (SADC);
- Latin America and Caribbean (LAC) region;

National support for Biodiversity and Ecosystem Service Assessments and through national BES-Net Trialogue in 4 countries: Colombia, Cameroon, Ethiopia and Viet Nam will also be undertaken with support from the project.

Current concerns for the regions involved in the Regional BES-Net Trialogues:

- In the Eastern European Region and wider Europe, there are questions around the need to protect pollinators in order to ensure sustained agricultural production. There are science-policy-practice questions raised around the use of some pesticides and the most adapted practices for management of pollinators. The region would benefit from a BES-Net Trialogue based on the dedicated IPBES assessment on pollinators, pollination and food production.
- In the Association of Southeast Asian Nations (ASEAN) countries, specific policy issues related to land degradation due to palm oil production, elements of scientific and practical responses to what the best options for land management and agricultural practices to prevent land degradation, as well as on how best to restore degraded lands for carbon storage purposes and enhanced ecosystem services, could be discussed through a BES-Net Trialogue based on dedicated IPBES assessment(s).
- In the Southern African Development Community (SADC), the situation of invasive alien species that have a major impact on biodiversity and affect ecosystem services, with impacts on the economic development of the sub-region is of major concern. There are a number of pressing policy questions relating to the conservation and agriculture arena that need to be informed by meaningful science-policy-practice dialogues and by the understanding of dedicated IPBES assessment(s).
- In the Latin America and Caribbean (LAC) region, policy questions around how to sustainably use and manage biodiversity and ecosystem services in a way that effectively contribute to sustainable development are of major concern. Innovative projects piloting the use of sustainable procurement avenues in the global markets to provide socio-economic benefits to local communities managing biodiversity and ecosystem services sustainably are being explored. A regional Trialogue presenting these as well as the outcome of the related IPBES assessment on sustainable use would allow to better inform policy makers on possible solutions.

The current situation for each country benefiting from national support under the project: Each of the four countries involved in developing and undertaking a national ecosystem assessment have identified the need to bring together their NBSAPs, other policies or other intergovernmental processes, including IPBES for further discussion and analysis in relation to sustainable development. None of the countries currently have an assessment process in place. Further, countries have all expressed an interest to share lessons learnt through the assessment processes within their regions. Providing capacity development support to these countries will enable them to determine policy relevant questions within the context of their policy landscape, conduct an ecosystem assessment thus providing the scientific basis to these questions, design specific policy support tools, and mainstream the outcome of the assessments at the highest level through a series of stakeholder workshops coupled with national BES-Net Trialogues. Through south-south triangulation and cooperation, experience sharing will contribute to the uptake of further national ecosystem assessments by other countries in the regions.

III. Expected Results

The project's objective to support selected developing countries to address science-policy questions highlighted through IPBES and strengthen national and regional science-policy-practice platforms to contribute to, and benefit from IPBES can be detailed as follows:

- Countries are better equipped to contribute to the IPBES process by undertaking national assessments of biodiversity and ecosystem services, which will support the regional and global IPBES assessments - Countries' and regions' enhanced science-policy-practice platforms are critical arenas for identifying policy support tools and methodologies needed to strengthen biodiversity and ecosystem services policies worldwide; and
- The IPBES thematic, methodological, and policy support work is used in a way that is relevant to national and regional contexts, through their use in the national assessments and as a credible and relevant basis for the BES-Net science-policy-practice Dialogues.

The results chain underlying the project is described in the structure of the logical framework and assumes that these long term results can be achieved through the 3 following main outcomes:

- Outcome 1: Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions, through national and regional "Dialogue" events hosted by the UNDP-managed BES-Net capacity network that will bring together policymakers, scientists/knowledge holders, and practitioners.
- Outcome 2: Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries.
- Outcome 3: Strengthened science-policy-practice platforms at national and regional levels to contribute to and benefit from IPBES. This includes linking national assessments and Dialogue events to IPBES global and thematic assessments, and communicating the outcome of the national and regional activities into the IPBES arena.

Specific products (outputs) include:

- A methodology for the BES-Net Dialogues developed based on a global review of the best facilitation practices in multi stakeholder processes informing policy development;
- A BES-Net Facilitation Toolkit,
- A framework for evaluating the impact of the BES-Net Dialogues developed using the latest social science and techniques to measure the effectiveness of capacity development activities, behavioural change and networking.
- A methodology for the national biodiversity and ecosystem services assessment developed, based on the SGA Network's expertise and experience and on the newly-developed IPBES guide for assessments;
- A full communication and knowledge management strategy for the project including specific communication and knowledge products, developed and being implemented;

- A living learning, networking and collaboration platform for capacity building in the field of Biodiversity and Ecosystem Services is developed, maintained and moderated to support the biodiversity and ecosystem services community of policymakers, scientists/knowledge holders and practitioners
- Dialogues addressing other themes that the IPBES assessments are undertaking;
- The BES-Net web portal is used for sharing best practice and global learning on science-policy questions on biodiversity and ecosystems, including practitioners involved in the day-to-day implementation of our portfolio of UNDP-managed projects financed by the GEF and other donors;
- Activities promoting the BES-Net web-portal are undertaken to ensure maximum use within UNDP and by partners;
- New thematic and methodological modules and new knowledge products (as identified by BES-Net users), are developed on the BES-Net web-portal to further support the BES-Net capacity network;
- The moderation team of the BES-Net web portal is expanded to ensure a broader scope of expertise in all the BES-Net themes to ensure maximum quality content and relevance and to ensure enhanced coordination for the identification, gathering, filtering and upload of new content on the UNCCD, CBD and BES-Net web portals
- The BES-Net web portal is made available, populated and moderated in a multi-lingual fashion;
- The IPBES capacity building matchmaking facility is further developed and made available on the BES-Net web-portal, following the IPBES guidance, to support matching capacity building needs and technical and financial support in the science-policy interface on biodiversity and ecosystem services; and
- The IPBES catalogues of Policy support Tools and Methodology and the IPBES catalogues of assessments are further developed and made available on the BES-Net web-portal, following the IPBES guidance, to ensure broader access to policy support tools and information to policy makers who are part of the global capacity network.

In the short-term, these efforts are intended to contribute directly to the development of capacities of national and regional institutions for integrating science into policy and practice, for the enhanced management and mainstreaming of biodiversity in development programmes, for improved livelihoods and human development.

In the long-term, the project will be contributing to the conservation and sustainable use of biodiversity. It also addresses climate change mitigation and adaptation through its land degradation and restoration thematic area and through the promotion of overall sustainable management of biodiversity and ecosystem services. Further, the project builds capacity of national and regional institutions for managing biodiversity and ecosystems services, including the application of evidence based on using nature-based approaches to adapting to climate change impacts – ecosystem-based adaptation (EBA). In doing this the project will be responding to a call for capacity building in the IPBES context for strengthening the science-policy platform for biodiversity and ecosystem services. The project will also be contributing to implementing the biodiversity-related multilateral agreements. In particular, the Aichi Targets of the Convention on Biological Diversity (CBD) and inform National Biodiversity Strategies and Action Plans and resource mobilization strategies.

This project, will thus, be effectively contributing to enabling management of biodiversity and ecosystems for sustainable development as per the Sustainable Development Goals by supporting developing countries to address science-policy questions highlighted through IPBES. In particular, it will directly contribute to the IPBES work program, which aims to enhance the enabling environment and strengthen the knowledge-policy interface on biodiversity and ecosystem services with the practice of development on the ground. The deliverables from this project will be produced in order to inform policy and decision-making through the formulation of multi-optional policy advice received through facilitated multi-stakeholder dialogues. It is envisaged that science, indigenous and local knowledge as well as private sector research and best practices from practitioners will inform policy actions; and through implementation of these policy actions, new areas will be highlighted the need for further scientific investigation.

IV. BUDGET

FUNDED BY THE GERMAN IKI FUNDING	Assumptions/Comments	2016 (USD)	2017 (USD)	2018 (USD)	2019 (USD)	2020 (USD)	TOTAL (USD)
OUTPUT 1 - National and regional Trialogues undertaken; dedicated online tools provided through BES-Net to allow policymakers, scientists and practitioners to dialogue, and address issues from IPBES global and national thematic assessments – findings published in Trialogue Reports							
Trialogue Coordinator	Based in Nairobi-international junior consultant based in Nairobi- includes 1000 USD a year in office-related costs	66,000	66,000	66,000	66,000	66,000	330,000
Trialogue Facilitator	(Coordination of Trialogue Facilitation) (P4 level consultant or team of consultants) (2 months a year every year for prep, training of local facilitator and actual trialogue and follow-up)	24,000	24,000	24,000	24,000	24,000	120,000
Travel for the Coordinator for each national and regional Trialogue	2 missions, including a preparation meeting	7,000	0	7,000	35,000	7,000	56,000
Travel for the Coordination Support Officer to support each national and regional Trialogue	2 missions, including a preparation meeting	7,000	0	7,000	35,000	7,000	56,000
National BES-Net Trialogues					41,372		41,372
	DSA for participants for the 4 national Trialogues				13,740		
	Contribution to venue, security, and video				10,032		
	Preparation speakers				12,000		
	Local facilitators (1 facilitator *2 days@ 700 US per day)	66,561	0	64,186	68,866	83,551	283,164
Regional Trialogues							
	DSA and Travel for participants	47,495		45,120	49,800	64,485	
	Translation and interpretation	5,000		5,000	5,000	5,000	
	Venue (all inclusive including security and video)	4,866		4,866	4,866	4,866	
	Preparation speakers	5,000		5,000	5,000	5,000	
	Local facilitator (1 facilitator *6	4,200		4,200	4,200	4,200	

	<i>days@ 700 US per day)</i>						
Sub total	170,561	90,000	168,186	270,238	187,551	386,536	
Output 2 - National ecosystems assessments undertaken and policy support tools developed and utilized by decision makers. Reports produced and made available for use by IPBES							
National biodiversity and ecosystems assessments:							
International Experts	80,775	114,750	122,970	66,783		385,278	
Global workshops	79,200	98,725				177,925	
Communication and printing	2,640	2,640	2,640	2,640	2,477	13,037	
Cameroon:						-	
Workshops	8,800	8,800	8,800	8,800		35,200	
Local Consultants	55,000	110,000	110,000	55,000		330,000	
Colombia:						-	
Workshops	8,800	8,800	8,800	8,800		35,200	
Local Consultants	55,000	110,000	110,000	55,000		330,000	
Ethiopia:						-	
Workshops	8,800	8,800	8,800	8,800		35,200	
Local Consultants	55,000	110,000	110,000	55,000		330,000	
Vietnam						-	

Workshops		8,800	8,800	8,800	8,800	8,800	8,800	8,800	35,200
Local Consultants		55,000	110,000	110,000	110,000	110,000	110,000	55,000	330,000
Sub total		417,815	691,315	600,810	324,623	2,477			2,037,040
Output 3 -IPBES regional and global assessments tools, methodologies and products are disseminated for mainstreaming and integration into relevant national policy context.									
Communication costs-web	In this case only web hosting and technical support through UNOPS, includes the 9% F&A	58,973	51,512	51,512	51,512	51,512	51,512	51,512	265,023
Communication costs	Other activities: translations, leaflets, posters, global PR support, audio and video	2,495	2,495	2,495	2,495	2,495	2,495	2,495	12,477
Development of the facilitators Toolkit	1. months by Chief Facilitator/ team of consultants)	15,000							15,000
Sub total		76,469	54,008	54,008	54,008	54,008	54,008	54,008	292,500
Output 4 - Overall Management and coordination of the project/ Contractors and Specialised Services									
BES-Net Coordinator	Home based consultant: Coordination of the BES-Net Capacity Network. Goes through the Global Biodiversity Programme: UNOPS and includes the 9%F&A fee	134,724	134,724	134,724	134,724	134,724	134,724	134,724	673,620
Knowledge Management for IPBES support	Home based consultant	48,750	48,750	48,750	48,750	48,750	48,750	48,750	243,750
Policy Adviser	From the Nairobi-based global Policy Center (20%)-Policy advisor for the Triangles and national support	45,000	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Specialised services : Liaison of the project with the GEF portfolio and non-GEF UNDP Portfolio and other UNDP projects funded by IKI	UNDG GEF STA and KM, and Global Biodiversity Programme Support to ensure continuity with UNOPS contracts	25,400	25,400	25,400	25,400	25,400	25,400	25,400	127,000
Global representation to promote the project at IPBES-related events by the BES-Net Coordinator	Four missions a year for global representation to promote the project at IPBES-related events	14,000	14,000	14,000	14,000	14,000	14,000	14,000	70,600
Travel for the BES-Net Coordinator for each national and regional Triologue		3,500						3,500	28,000
Sub-total		271,374	267,874	271,374	285,374	271,374	271,374	271,374	1,367,370

V. RISK ANALYSIS

Project Title: Supporting developing country capacity to address science-policy questions through IPBES via the UNDP managed Biodiversity and Ecosystem Services capacity Network (BES-Net) and the UNEP-WCMC hosted Sub-Global Assessment Network (SGA Network)		Award ID:		Date: January 2016					
#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Poor mainstreaming of regional Trialogues into policy-making	Jan 2016	Operational	<p>The project requires a strong commitment with policy making structure to ensure that it gains traction in implementation.</p> <p>P = 2 I = 2</p>	<p>Which actions have been taken/ will be taken to counter this risk?</p> <p><i>(In Atlas, use the Management Response box. The field can be modified at any time. Create separate boxes as necessary using " / " for reference to record updates at different times)</i></p>	The Global Policy Centre	Project Manager	When was the review of the risk last checked? <i>(In Atlas, use the automatically recorded)</i>	e.g. being updated, increasing, no change <i>(In Atlas use the Management Response box)</i>
				<p>Describe the potential effect on the project if this risk were to occur?</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 2</p> <p>Enter impact on a scale from 1 (low) to 3 (high) I = 2</p> <p><i>(In Atlas, use the Management Response box. Check "record" if the impact and probability are high)</i></p>	<p>Develop and implement a media and communication strategy for the project</p> <p>PR activities involving high level policy participants - included in each Trialogue</p> <p>Dissemination of results using the IPBES and BES-Net web channels and BES-Net Partner's websites,</p> <p>Develop a global capacity building network.</p>	The Global Policy Centre has the overall ownership of this risk.			

2	lack of in-kind contributions from partner governments to fully implement national level activities to a change in the policy and overall lack of engagement of countries that could lead to the national assessment not being completed	Jan 2016	Financial	Insufficient resources could impact the full attainment of project objectives P = 3 I = 2	Secure signed official letter of support from each country involved On-going communication with countries throughout the life of the project to identify issues and deal with these in a timely fashion Sub-contracts based on delivery of outputs	The Global Policy Centre has the overall ownership of this risk	Project Manager		
3	Potential lack of synergies between the activities undertaken by UNDP and the SGA Network	Jan 2016	Strategic	Lack of alignment may create parallel structures P = 1 I = 3	Activities at the national level will be fully integrated, the BES-Net methodology to be used for the inception stakeholder meetings for national assessments, and for the SGA meetings SGA to be part of the BES-Net Advisory Committee, ensuring strategic alignment.	The Global Policy Centre has the overall ownership of this risk	Project Manager		

4	The broad political framework and environment changes in countries and regions.	Jan 2016	Political	<p>The project will operate on a global scale, there are chances that political change in some of the regions could affect the project operating at optimal level.</p> <p>P = 2 I = 3</p>	<p>Regular coordination meetings to be part of the project management structure</p> <p>International lessons learnt fora and online exchanges to be organized to discuss policy questions</p> <p>Joint fundraising with partners to support further global learning and exchange sharing activities.</p>	<p>A strong inception phase including a thorough analysis of the national and regional contexts in terms of current National Biodiversity Strategies and Action Plans (NBSAPs) as well as sectorial policies will allow to refine the topic of the regional Dialogues and national assessments to provide elements of response to the most critical issues.</p> <p>Regular and institutionalised coordination with Government and other partners</p>	The Global Policy Centre has the overall ownership of this risk	Project Manager	
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VI. SOCIAL AND ENVIRONMENTAL SCREENING FOR SUPPORT TO BES-Net

Four scenarios for applying the SES to global projects:

- Global projects whose primary purpose is report preparation (e.g. conducting a needs assessment or research study), coordination of an event, or development and dissemination of communication material and knowledge products (e.g. publications, media): exempt from screening
- Global project has some country support activities, which may eventually lead to a full project at the Country level: global project should include support to ensure social and environmental issues are considered in the design of country level projects, and country projects should undergo separate screening.
- Global project includes country-level activities that will be defined during implementation: the global project should build in a mechanism to ensure the SES are considered and standards are met in the design of and support to (e.g. through allocation of resources) country-level initiatives.
- Global project activities including those that take place at country level are well-defined: the project should be screened thoroughly and assessment and management measures integrated into the global project.

Project Information

<i>Project Information</i>	
1. Project Title	Supporting developing country capacity to address science-policy questions through IPBES via the UNDP managed Biodiversity and Ecosystem Services capacity Network (BES-Net) and the UNEP-WCMC hosted Sub-Global Assessment Network (SGA Network)
2. Project Number	000...
3. Location (Global/Region/Country)	Global

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

By promoting science-policy interface, the project seeks to also integrate indigenous knowledge into the interface thereby contributing to issues of equity in access and benefiting from investments in biodiversity use and management.

<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
By promoting science-policy interface, the project seeks to also integrate indigenous knowledge into the interface thereby contributing to issues of equity in access and benefiting, especially of the poor and marginalised (including gender).
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
By promoting science-policy interface in the use and management of biodiversity and ecosystems services, the project will be directly contributing to the mainstreaming on environmental sustainability principles into development plans, programmes and conceptual frameworks.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)
Risk 1: No Risks Identified	I = P =	
QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		
Low Risk <input checked="" type="checkbox"/>		
Moderate Risk <input type="checkbox"/>		
Comments		

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		Comments
Check all that apply		
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
1. <i>Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
2. <i>Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
4. <i>Cultural Heritage</i>	<input type="checkbox"/>	
5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>	
6. <i>Indigenous Peoples</i>	<input type="checkbox"/>	
7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor Assan Ng'ombe, Policy Specialist		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Anne Jeupner, Director, UNDP-GPC		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No

1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially</i>	No

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<i>Increasing the population's vulnerability to climate change, specifically flooding</i>		
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture	No

(e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or	No

water?	
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