UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Global Project

Project Title: Sida Programme on Environment and Climate Change
Project Number: 00124739
Implementing Partner: UNDP
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Brief Description
The key development challenge to which the Sida Programme on Environment and Climate Change (Sida Programme) responds is the need for strengthened internal capacities to achieve UNDP's overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan. Sustainable development challenges cannot be addressed as separate siloed problems and solutions. Rather, complex challenges, including poverty eradication, gender equality, climate action, and natural resource management, are all connected and must be addressed in a strategic, multifaceted manner. The Sida Programme builds stronger coordination and synergies across three complementary thematic areas and a closely linked set of cross-cutting themes around sustainable food systems, gender equality and women's empowerment, conflict sensitivity, and finance.
UNDP signed a strategic collaboration framework agreement with Sida, which supports integrated programming and the strengthening of organizational capacities. This framework agreement forms the basis for the Sida Programme on Environment and Climate Change. The Sida Programme will help UNDP deliver better external country results in line with its Signature Solutions and the prioritized thematic areas and cross-cutting themes in an integrated manner. Work at the country level will achieve integrated results across the Nature, Climate, Energy portfolio. In addition, Sida support will also strengthen UNDP's internal capacities for delivering integrated policy support more broadly. UNDP capacities will be strengthened to leverage existing silo-breaking expertise within and across its thematic teams. At the same time, UNDP capacities involving gender, conflict sensitivity, and finance will be increased. In addition, stronger capacities for knowledge capture, analysis and sharing of data and lessons learned will help inform, scale up, and replicate country solutions supported by UNDP.

Intended Outcome as stated in the UNDP Strategic Plan Results and Resource Framework:
Outcome 1. Advance poverty eradication in all its forms and dimensions; Outcome 2. Accelerate structural transformations for sustainable development

Applicable Output(s) from the UNDP Strategic Plan: [3],

SP Output: 1.1.1 Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int'l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions

SP Output: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains

SP Output: 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy

SP Output: 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth

SP Output: 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and benefit sharing of natural resources[4], in line with int'l conventions and nat'l legislation

SP Output: 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation

Total resources required:	USD 40,100,000	
	UNDP:	100,000
	Donor:	Sida
	In-Kind:	200,000
Unfunded:		0

Agreed by UNDP:

UNDP
Haoliang Xu
Print Name: Haoliang Xu, Director, BPPS
Date: 28 September 2020

I.   DEVELOPMENT CHALLENGE

The key development challenge to which the programme responds is the need for strengthened internal capacities to achieve UNDP's overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan. Sustainable development challenges cannot be addressed as separate siloed problems and solutions. Rather, complex challenges, including poverty eradication, gender equality, climate action, and natural resource management, are all connected and must be addressed in a strategic, multifaceted manner. The programme builds stronger coordination and synergies across three complementary thematic areas and a closely linked set of cross-cutting themes around sustainable food systems, gender equality and women's empowerment, conflict sensitivity, and finance.

The three main thematic areas are:
•   Sustainable management and use of ecosystems, biodiversity, and natural capital;
•   Sustainable water and ocean governance; and
•   Scaling up climate action for sustainable development.

The contents of these linked thematic areas have been identified through a series of Sida-UNDP consultations, which considered country demand, UNDP comparative advantages, and lessons learned from programming experience and evaluations. Work under each area has been selected for its potential to scale up and accelerate SDG progress and Outcomes, Outputs and Signature Solutions from UNDP's Strategic Plan. In addition, these programming areas have been selected given the mutually reinforcing synergies they offer and their role as catalytic enablers both for other Signature Solutions under the Strategic Plan, including Governance, Resilience and Gender, as well as the full set of SDGs.

Their prioritization under this programme will allow UNDP to advance a more integrated, programmatic and strategic approach that strengthens the environmental dimension of UNDP's overall sustainable development vision. This will involve a medium to long-term process that strengthens UNDP internal institutional capacities to deliver on its Strategic Plan and operationalize its Global Policy Network, while in turn also enabling UNDP and partners to more effectively and efficiently deliver on-the-ground results. In this way, this programme will ensure better dialogue, stronger partnerships, and a more coherent set of country-focused   sustainable   development   solutions.

The programme is grounded in the context of the 2030 Agenda for Sustainable Development, Paris Agreement, Addis Ababa Action Agenda, emerging post-2020 global Biodiversity Framework and linked multilateral environmental conventions and agreements, as well as the challenges and opportunities around COVID-19. It includes an overarching priority on poverty eradication and an understanding of the many direct links between multidimensional poverty and natural resource management.

II.   STRATEGY

Work within and across each area of the thematic and cross-cutting themes is grounded in a common Theory of Change (TOC) that includes UNDP's Signature Solutions and the SDGs. This TOC recognizes the systemic market-based and governance failures that have resulted in current patterns of unsustainable production and consumption, and unequitable distribution of resources and the benefits derived from them. It recognizes the importance of biodiversity conservation and natural resource management to advancing the 2030 Agenda given: the centrality of natural resources, biodiversity and ecosystem services for the employment and livelihoods of the poor; the substantial income accruing to many developing countries from exports of commodities, including mineral resources, which provide a financing envelope and fiscal space to boost development; the reliance of many countries' productive structures on primary economic sectors such

as agriculture, fisheries, forests, and minerals; and demographic pressures. The TOC also recognizes the contextual shifts and challenges the pandemic presents as countries cope with and respond to the impact of COVID-19, including the worldwide economic downturn and wave of environmental deregulation underway across all regions, as well as the opportunities for countries to build back better, greener and more equitably, including through a growing demand for green recovery and increased scope for green fiscal measures.

The TOC further recognizes the close links between climate change, disaster risks and resource scarcity. Climate change is already resulting in more destructive and frequent weather disruptions, including severe weather-related disasters, and loss of natural habitats, biodiversity and ecosystems. Current trends and IPCCC estimates of risks and consequences are alarming with severe implications, especially for the poor and poorer countries. Within this context, the availability and types of energy sources are also critical to climate change mitigation and poverty eradication. Large gaps in energy access hinders growth, job creation and gender equality. Traditional economic growth models that incentivize high levels of energy intensity in fossil fuels contribute to climate change as well as unsustainability and increased risk. The level of risk arising from volatility of food and fuel prices and financial flows faced globally is high and increasing in some cases. Poorly addressed risks will engender fragility and make countries, societies and the poor more susceptible to conflict, crisis and development reversals; however, if well-managed, fragility can be reduced and over time lead to increased resilience and sustainable development.

As part of this Theory of Change, UNDP's environmental and climate programming is designed to help strengthen capacities to govern natural resources more sustainably and transparently, capture the value of nature in prices and markets, and distribute benefits more equitably. Each result area mainstreams and integrates environmental, climate and energy concerns into the design, financing, implementation, and assessment of national and sector policies at all levels.

UNDP's integrated response also recognizes the need to address vulnerabilities faced by women and men living in poverty that are exacerbated by the changing climate, environmental degradation, the mismanagement of natural resources, and COVID-19. It also recognizes that poor, vulnerable groups live across country typologies, not just LDCs. As part of these efforts, enabling greater voice and participation of the poor in governance systems and strengthening gender equality, women's empowerment and community resilience is prioritized. Results from UNDP's portfolio of GEF and GCF projects and related programming demonstrate that by addressing gender equality and women's empowerment, efforts to address environment, climate and linked Signature Solution outcomes can be more effective. When programmes are more responsive to the needs and knowledge of women and men, policy approaches and reforms at all levels can be better targeted and be more feasible and sustainable over the longer-term.

The TOC recognizes that to achieve the results in each of the three main programme areas for biodiversity, water, oceans, and climate change, increased political commitment will be required from public and private actors. This political will needs to be translated into significant policy and institutional reform, as well as a considerable shift in resource flows towards more sustainable development pathways. In addition, efforts by UNDP and partners to advance nature-based solutions and other approaches in each programme area will require integrated action within and across the other two programme areas.

In line with the TOC, UNDP will also facilitate evidence-based knowledge sharing, advocacy, South-South learning and exchange, and stronger public, private, and civil society partnerships. As part of broader efforts to catalyze transformational change within and across countries, support provided through this Programme will also be used systematically within and across each programming area to strengthen UNDP's internal institutional capacities. Similarly, the programme will help strengthen and explore new collaboration with the UN system and partners. Many of the links between the three programme areas on biodiversity, water and ocean governance, climate change and the SDGs that underpin this TOC are described in the following Area descriptions and the TOC prepared for the UNDP Strategic Plan.

In addition to the external-oriented global Theory of Change described above, this Programme is also guided by a more internal Theory of Change that provides the rationale for how Sida funds will be used to support a medium to long-term change process that strengthens UNDP's capacities to deliver better on its Strategic Plan linking efforts at global, country and local levels.

This TOC is based on the recognition that the ability of UNDP and its partners to more effectively and efficiently achieve on-the-ground results depends to a large degree on how well its existing financial, operational, and human resource systems are used, and how new resources and partnerships are leveraged. For UNDP to advance a more integrated, programmatic and strategic approach that strengthens the environmental dimension of UNDP's SD vision while leveraging synergies across all areas of the Strategic Plan, a range of capacities at the systems, institutional and individual level need to be strengthened. These include capacities for:

- Integrated policy/programme design in line with UNDP social and environmental standards;
- cross-cutting expertise for technical assistance, direct project support and service delivery;
- management and coordination within and across thematic programme areas at all levels;
- partnership building including through UNCTs and other multi-stakeholder mechanisms; and
- knowledge management, monitoring and evaluation and continuous learning.

This internal TOC also recognizes that it requires several years for such system-wide, institutional and individual capacities to be developed. Although various UNDP systems and reform processes are already in place or being established to build these core capacities, these efforts need to be further developed. Additional resources, incentives and learning-by-doing are needed to fully operationalize UNDP's recent restructuring, including the launch of its new Global Policy Network (GPN).

Sida support provided through this programme will help to strengthen each of these capacities with a focus on leveraging synergies and stronger coordination across the three programme areas and cross-cutting themes including gender, conflict and finance. This requires strengthening accountability and incentive systems already in place, such as UNDP's Social and Environmental Standards, which reflect UNDP's commitment to integrating environmental concerns, gender, and linked human rights and social issues into all projects. This capacity building approach will also require new staffing arrangements that prioritize silo-breaking expertise in line with the budget priorities described below. For example, UNDP will need to ensure that the new generation of NDCs draws fully on this Programme's thematic areas and cross-cutting themes, and that links are made across vertical-funded projects managed by UNDP.

The TOC also recognizes that Sida funding should not be used in ways that inadvertently lead to a reduction in core funding for key positions. Sida funds will instead be used to complement and fill gaps in existing core and non-core areas and strengthen the core competencies listed above. In these ways, Sida support will help to ensure better internal dialogue, stronger partnerships, and a more coherent set of country-focused sustainable development solutions and results that link UNDP's global, regional, country, and local level work within and across programme areas. The results of this work, including lessons learned and good practices, will also inform the broader SDG work of UNDP and partners as part of continuing learning and adaptive management.

The diagram below depicts links between UNDP's Strategic Plan and this internal Theory of Change.
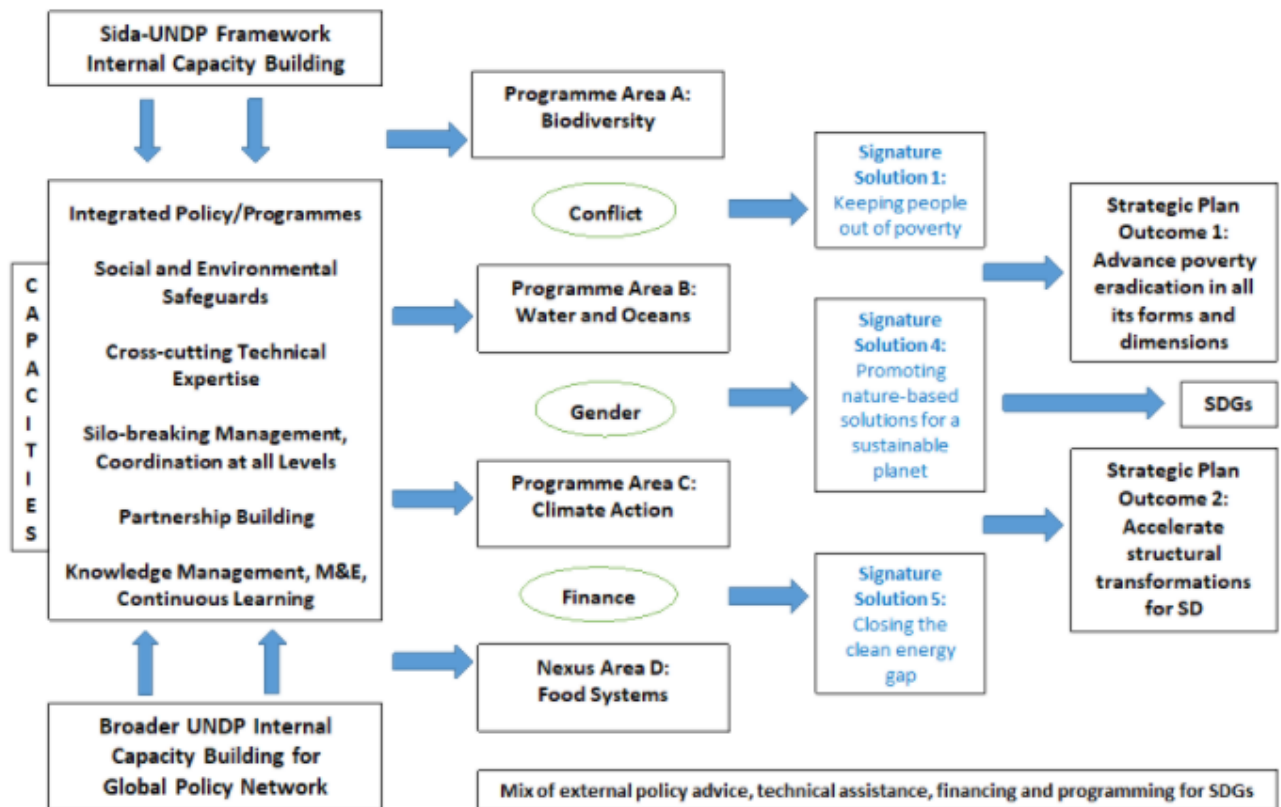
A short description of each programming area to be supported under this Programme follows, including how they link to one another, to the theory of change, to UNDP's Signature Solutions, and to the SDGs.

A. Sustainable Management of Ecosystems, Biodiversity, and Natural Capital

Sida-UNDP collaboration on Sustainable Management of Ecosystems, Biodiversity, and Natural Capital will help inform and respond to the evolving post-2020 Global Biodiversity Framework of the Convention of Biological Diversity. Working through various partnerships and initiatives, this programme area will help ensure that: financial flows shift towards conserving nature and maintaining ecosystem services; nature-based solutions are part of solution mix for tackling a range of global challenges; and non-traditional conservation actors from the private sector will co-lead efforts to protect biodiversity and ecosystems.

To advance these goals, this Proramme will include a focus on the following three "key stone actions" each with cascading and transformative impacts: 1) Unleashing synergies between biodiversity and climate resilient community development in priority countries and landscapes, through a range of actions on human wildlife conflict mitigation and management and creation of local wildlife economy with strong emphasis on clear gender and poverty reduction dividends; ; 2) Driving Finance Away from Natural Capital Depletion and Increase Investment in Nature.

These key actions will strengthen UNDP's Biodiversity and Ecosystems Global Framework 2012-2020 and the emerging new 2030 Nature Promise of UNDP, which seeks to catalyse systemic changes necessary to harness opportunities provided by natural ecosystems and biodiversity (EBD) as a catalyst for the SDGs. These are:

1. **Place nature at the heart of sustainable development** by integrating essential ecosystem services in national and sectoral plans, policies and practices
2. **Redirect financial flows** away from nature-destructive investments and expenditures and toward nature-positive, accelerating nature-based solutions for sustainable development

3. **Transform food and commodity production systems** away from deforestation and biodiversity loss, strengthen food, water and job security, and sustain low-carbon and inclusive national development

1. **Strengthen governance and rule of law** related to protection and sustainable and equitable use of nature

2. **Mobilize large-scale demand for action on nature**, leading to accelerated ecosystem restoration and protection and related socioeconomic benefits

The SIDA financed work will draw on UNDP's extensive EBD and linked water, marine and climate change portfolios and networks, including partnerships with the CBD Secretariat, UNCCD Secretariat, the Global Environment Facility and other vertical funds, and sister UN agencies.

With Sida support, UNDP, with a range of partners, will help countries to mainstream integrated approaches for sustainable management of ecosystems, biodiversity and natural capital into policy frameworks at community, country, and global levels.

The envisaged areas of programme work and outputs are as follows.

Component 1: Unleashing synergies between biodiversity and climate resilient community development

Under this component, the Programme will provide support to ensure ambitious implementation of the CBD Post-2020 Global Biodiversity Framework. The work will include development of new platforms and narratives for advocacy and related campaigns and increased collaboration with the Government of China as the host of COP 15, to ensure a momentous COP that triggers a range of cascading systemic changes.

A legacy programme with global impact towards achievement of the Post-2020 Framework will be explored with China, the CBD Secretariat and a number of other partners. Centre for Innovation in Voluntary Action (CIVA) has been selected through a comparative advantage analysis and will act as a responsible party under this component to deliver a set of outputs including platform and narrative development and technical documents on potential legacy programmes.

 UNDP will support integration of national efforts for addressing biodiversity loss and improved ecosystem management, and promote nature-based solutions for achieving climate and Sustainable Development Goals. The Programme will support development of Essential Life Support Area (ELSA) maps using the UN Biodiversity Lab, providing critical information for spatial prioritization for climate, biodiversity and sustainable development planning and actions. The project will also support integration of nature-based solutions in Nationally Determined Contributions (NDCs). This will accelerate cost effective climate change mitigation and adaptation measures with clear and substantial development co-benefits. This will also catalyse increased investment in nature-based solutions.

The project will support strengthening resilient wildlife-based economy in biodiversity rich landscapes and seascapes, in light of the current and possible future zoonotic pandemics and other shocks, including climate change. The establishment of protected and/or well managed landscapes in key biodiversity areas and wildlife corridors will demonstrate how landscapes can maintain natural habitats, safeguard ecosystem services, and support adaptation, while strengthening community livelihoods. UNDP will accelerate application of decision support tools in land-use planning and support natural resource accounting to help shape national, local and sector policies. For this and related biodiversity entry points, UNDP will consider women's key roles in land management, improve their access to natural resources, and promote their equal voice in decision-making in ways that incentivize sustainable use of ecosystems services.

This work will include a focus on rural livelihoods-wildlife nexus to unleash synergies between conservation and community development. Given the clear correlation between wildlife loss, ecosystem degradation, poverty within local communities, and corruption, UNDP will strengthen global support systems and upscale sustainable finance mechanisms to demonstrate conservation-compatible, climate and pandemic resilient livelihoods with a focus on LDCs. UNDP will strengthen country actions on human-wildlife conflict mitigation and management and promotion of sustainable nature-based economies in biodiversity rich areas through catalytic investments. This will build the evidence-base for policy solutions that protect landscapes where humans and wildlife co-exist with tangible benefits to communities. UNDP will partner with public, private and civil society actors to leverage global action that incentivizes local habitat conservation informed by evidence of conservation and gender-responsive sustainable livelihoods. UNDP's thought leadership will be strengthened, with strengthened knowledge management and the generation and application of solutions, including though such mechanisms as the IUCN PANORAMA Solution Site for which UNDP is a core partner.

This component will result in increased integration between country actions for biodiversity conservation and climate change. It will also result in increased income and more diversified and resilient livelihoods including advancement of women's status within communities in biodiversity rich landscapes. It will also result in greater management effectiveness. Core conservation areas with critical ecosystem services will be secured and connectivity enhanced. This work also strengthens UNDP's capacity for knowledge management and increased uptake of solutions, as well as partnerships with CBD and GEF Secretariats, sister agencies, CSOs and foundations, including WCS, WWF, PANTEHRA, as well as the private sector.

2) Drive Finance Away from Natural Capital Depletion and Increase Investment in Nature

Under this component, the project will support establishment of the Task Force on Nature-Related Financial Disclosure (TNFD) which will be led by financial institutions. Financial Institutions play a key role in redirecting current global financing from nature negative to nature positive. There is a need for developing metrics to gauge financial risk associated with nature, investments' dependencies and impacts on nature. These need to be reported and disclosed in order to incentivise financial institutions to shift their investments to be nature nurturing investments. The project will provide support for accelerating establishment of TNFD through supporting the informal working group that was launched in July 2020, providing technical and coordination support. Global Canopy will act as a responsible party under this component providing technical support for developing metrics and communication and resource mobilisation for TNFD.

UNDP will explore and operationalize a range of innovative financing mechanisms needed for inclusive, nature-based solutions, directly complementing the work done within over 300 on-going ecosystems and biodiversity projects. These include subsidy reform COVID-linked debt relief with performance-based nature bonds, insurance bonds, direct investment, crowd sourcing, conservation funds, and special revenue-generating schemes such as conservation license plates. This work will catalyse large scale financing for nature and also bring small-scale solutions to market and show through proof of concept how such deals can be struck, including solutions that are gender-responsive and involve women's organizations.

UNDP will also support the financing aspects of the post-2020 global biodiversity framework, updating information and data on current biodiversity financing and financing gaps. This will build on the Biodiversity Finance (BIOFIN) Initiative in 30 countries. UNDP will work with the financial sector and regulators to define and launch a 'natural capital financial reporting framework' at the CBD COP 15 in China in 2020. This work will complement similar finance initiatives supported by UNDP's oceans and climate work, including establishment of the Global Fund for Coral Reefs and strengthening of The Lion's Share Fund, catalyzing private sector financing for coral reef and wildlife protection and management.

Key results from this collaboration will include the piloting and scaling up of various innovative financing mechanisms, including removal of financial disincentives, needed to strengthen community livelihoods and improve national and local conservation efforts. The collaboration will also lead to the establishment of a foundation for incentivizing biodiversity positive investment and robust financing elements in the post-2020 global biodiversity framework. These mechanisms will help ensure that investment in nature conservation will increase. Partnerships with sister agencies, and the finance sector will be strengthened.

As a result of the above intervention areas, biodiversity and ecosystem concerns and opportunities will be integrated across a range of sustainable development issues critical to achieving the SDGs. Non-traditional conservation actors will take on leadership roles for biodiversity conservation and new partnerships will be strengthen with leading institutions representing a range of disciplines. To achieve these linked results under the overall Sustainable Management of Ecosystems, Biodiversity, and Natural Capital programming area, and in line with UNDP's TOC, this work will include a focus on data, knowledge management, learning, and communications.

Sida support will also be used to strengthen UNDP's internal capacities and expertise needed to ensure coherent collaboration and dialogue with complementary programming areas including Source-to-Sea/Ridge-to-Reef initiatives, ecosystem-based adaptation and disaster risk reduction, as well as work on Health, Governance, Gender, Poverty, and Economics.

B. Sustainable Water and Ocean Governance

Sida-UNDP collaboration on Sustainable Water and Ocean Governance will enhance partner capacities to sustainably manage freshwater, marine and coastal resources. This water and ocean governance work is continuation of Sweden's support to the Water and Ocean Governance Programme (WOGP) contribution to realizing the UNDP Strategic Plan. Through this Programme, greater emphasis has been given to resources management, both freshwater and marine, biodiversity, and fisheries as a critical component of sustainable food systems. A new component – the Ocean Innovation Facility (OIF) – has also been added. To keep momentum and synergize with international processes and preparations for the 2020 Ocean Conference, OIF implementation has started by way of an advance provided by Sida. During 2020, Sida-supported WOGP and OIF activities will be merged into this broader Programme. To ensure synergies with the Sida-supported WOGP and OIF activities, the Stockholm International Water Institute (SIWI) and the Global Water Partnership (GWP) will be Responsible Parties for implementation of the Sustainable Water and Ocean Governance programme area.

Governance frameworks (e.g. ecosystem-based approaches, integrated water resources management, ridge-to-reef/source-to-sea frameworks, and marine spatial planning) will be strengthened through the application of experience, lessons learned, and innovation. This work will emphasize policy options that enhance equity (e.g. gender equality and women's empowerment, equal opportunities for small-scale fishing and agriculture enterprises that underpin vulnerable people's livelihoods), integrity (anti-corruption and the essential elements of good governance needed for more efficient and equitable implementation frameworks), and the scaling up of green, blue and blended nature-based finance solutions.

UNDP recognizes that a more equitable, sustainable use and protection of freshwater and marine resources require stronger, transparent and equitable governance. UNDP and partners will help countries to advance integrated, ecosystem-based approaches for water resources, coastal area and fisheries management and financing based on the source-to-sea principle connecting upper watershed management and downstream coastal area and ocean resource management. This work will assist countries to integrate freshwater and marine resources management in NDCs.

UNDP will work with partners at the local to global level across the following two sub-thematic programming and result areas: 1) Freshwater Resources; and 2) Marine Resources. Both sub-thematic programming and results areas will help stakeholders develop shared governance systems that contribute to UNDP Strategic Plan Outcomes.

As in other areas, Sida support will also be used to strengthen UNDP's internal technical capacities to deliver on this Sustainable Water and Ocean Governance work and to ensure close coordination with related biodiversity and climate change work, including water and ocean governance programmes.

B.1 Strengthened Water Resources Governance
Through the Global Water Governance Support Programme, UNDP contributes to SDG 6 on water management and water-related targets including: improved water quality and use efficiency; water resources management and ecosystem restoration; cooperation, capacity and participation; and pollution reduction and protection of marine and coastal ecosystems (SDG 14). UNDP will strengthen enabling policy environments and institutional capacities for water resources use and protection by supporting integrated watershed and coastal management strategic planning methodologies. The approach promotes rights-based, gender-responsive and participatory approaches to integrated water resources management (IWRM) and strengthens governance to provide more equitable, sustainable water and sanitation services.

UNDP will support countries in the prioritization, planning and implementation of governance frameworks for the sustainable use and protection of freshwater resources. Local or national governance frameworks will be supported through demand-responsive and gap-filling programmatic activities in 15 countries (including the focus countries of the present agreement). Regional collaboration frameworks and transboundary work is largely covered by projects in collaboration with GEF-International Waters. Additional support to countries will draw on expertise from UNDP's GPN system of SDG and resources management experts, as well as the UNDP-SIWI Water Governance Facility and the Cap-Net UNDP network hosted by the Global Water Partnership for capacity development in sustainable water management.

This Programme will also support the work of a Senior Water Advisor to oversee support to countries and spearhead water policy and thought leadership in collaboration with other UN agencies and partners. UNDP regional hubs will support transboundary water management, water-related conflict prevention and water management with linkages to innovation in agriculture in cooperation with government, civil society and private sector stakeholders and support the application of evidence generated through multi-country fact finding and strategic planning approaches.

UNDP works closely with sister UN agencies, the Global Environment Facility (GEF), Green Climate Fund (GCF), other vertical funds, international financial institutions, international and local NGOs and other partners, including the GWP and Stockholm International Water Institute (SIWI). Global policy advocacy and thought leadership is coordinated through UN-Water. With Sida support, several results will be achieved involving integrated basin-wide visions, source-to-sea approaches, and participatory frameworks at local, national and regional levels. Programmatic support and capacity development will help countries and communities to manage water resources and inland fisheries, and equitably share benefits.

These water governance frameworks will be strengthened in ways that allow women and men to escape multidimensional poverty, including through better access to water resources for livelihoods and improved tools for enhancing use efficiency, recycling and reuse. This work will ensure improved, more meaningful participation and influence of specific groups at risk of marginalization, including indigenous peoples.

The existing Global Water Governance Support Programme (ref 115482/113069) is being revised to include a focus on sustaining inland fisheries, which are highly relevant to securing livelihoods for the poorest and finding ways to preserve and restore aquatic biodiversity, build sustainable food systems and link closely to effective IWRM. UNDP will also provide local governance support that will place greater emphasis on integrating water in NDCs, national and local adaptation plans of action, and the mainstreaming of water resources concerns across sector policies, which is at the core of IWRM. The programme will also be revised to take on an ocean component under the expanded title Global Water and Ocean Governance Support Programme as described below.

B.2 Ocean Innovation and Marine Resources Management

UNDP's work on marine resources will be strengthened in line with SDG 14 on Oceans – Conserve and sustainably use the oceans, seas and marine resources for sustainable development. In collaboration with GEF and other vertical funds, UNDP will continue to support the creation of an enabling policy environment for ocean restoration and protection through the application of proven ocean and coastal management strategic planning tools and methodologies including TDA/SAP. It will promote bottom-up approaches to maintaining coastal ecosystem services, including planning tools such as Integrated Coastal Management (ICM), Marine Spatial Planning (MSP), and Source-to-Sea/Ridge-to-Reef (linking IWRM to ICM and MSP).

This work also builds on, advances and supports existing or anticipated regional and global multilateral agreements on shipping and fisheries to address threats (such as marine invasive species and overfishing) to large-scale ocean sustainability. This marine resources and ocean governance work will also strengthen inclusive blue economy approaches and the role of and benefits for Small Island Developing States (SIDS) and LDCs in support of SDG 14.7.

UNDP will work closely with UN agencies, the GEF, international financial institutions, regional fisheries and maritime organizations, and other public and private partners. UNDP will promote knowledge and experience-sharing to improve ocean ecosystem management and foster partnerships that leverage technical, financial, institutional and other resources with IMO, Pacific CROP agencies, ASEAN, and PEMSEA, among others. A significant portion (if not a large majority) of UNDP's LME/oceans/fisheries portfolio directly or indirectly supports the various Regional Seas Conventions and Action Plans, as well as several RFMOs and fisheries conventions. In this way, UNDP with GEF and other financing brings significant financial resources to advance the work of these bodies, their conventions and action plans in close cooperation with sister agencies such as UNEP, IMO and FAO. UNDP adds further value by promoting the application of integrated, multi-sectoral, multi-stakeholder approaches to marine ecosystem management that incorporate and balance the needs of communities and ecosystems at all levels.

Key results under the new Global Ocean Governance Support Programme component will include enhanced support to WOGP policy dialogue, project development, mainstreaming and partnership; more effective WOGP support to UNDP regional teams, country offices, executing agency and other partners; ocean-related resource mobilization, programme and project identification and development; ocean-related learning, knowledge management and advocacy; enhanced integration of gender equity, conflict prevention, finance and poverty reduction into WOGP's work; and effective delivery of the new UNDP Ocean Innovation Facility/Challenge.

With Sida support under the expanded/amended Global Water and Ocean Governance Support Programme, UNDP will engage an Ocean Advisor to contribute to the effective delivery of the above result areas and provide overall strategic advisory services to the organization on issues pertaining to UNDP's support to SDG14 implementation. These inter alia will include support to UNDP's engagement in UN-Oceans, GESAMP (UN's Group of Experts on Scientific Aspects of Marine Environmental Protection), the UN Global Compact's

new Action Platform for Sustainable Ocean Business, the Friends of Oceans, and the Fisheries Communities of Ocean Action (COA) UNDP co-manages with FAO.

Under this Programme, UNDP will also support the Ocean Innovation Facility (OIF). The OIF is a new unique mechanism that has been designed to accelerate progress on SDG14 via the identification, financing, advising and mentoring of innovative, entrepreneurial and creative approaches towards ocean and coastal restoration and protection that sustain livelihoods and advance the 'blue economy'. To maximize and catalyze impact, OIF seeks innovations that are transferable, replicable and scalable.

A special responsibility of the Ocean Advisor will include the management of the OIF. The incipient OIF aims to scale up innovation (technological, policy, economic, financial, etc.) related to accelerating progress on specific SDG 14 targets and has engaged in discussions with the new World Bank 'ProBlue' programme. ProBlue and OIF will link and/or build upon their respective investments, providing additional catalytic financing in line with the OIF's accelerator/incubator role. Both incipient programs will share project information once available.

This programme also facilitate stronger synergies within UNDP's biodiversity and climate portfolios. For example, and as noted in more detail below, marine, freshwater and terrestrial activities supported by UNDP will be more fully integrated into NDCs and related climate change work through better coordinated UNDP policy support at the global, regional, and country level.

C. Scaling up Climate Change Action for Sustainable Development

Sida-supported work on scaling up climate action builds upon UNDP's corporate approach to support countries on Nationally Determined Contributions (NDCs) in meeting the goals of the Paris Agreement. It will focus on supporting countries to accelerate NDC implementation, strengthen resilience to climate impacts and reduce disaster risks, while helping to shift to cleaner and renewable sources of energy.

C.1 Scaling up Climate Change Action

This collaboration will contribute to UNDP's strategy to support countries to implement and enhance their NDCs. This is being done by supporting more ambitious adaptation and mitigation action that advances the goals of the Paris Agreement, while promoting social inclusion and gender equality in line with the SDGs.

With Sida support, UNDP and partners will address key bottlenecks to accelerate NDC implementation during the critical period prior to 2030, including addressing NDCs in fragile country contexts through conflict sensitive approaches. This support will leverage and strengthen UNDP's extensive climate change mitigation and adaptation portfolio, which currently supports more than 140 partner countries, as well as linked experience and expertise from its biodiversity, water, ocean and disaster risk reduction portfolios. UNDP is preparing an NDC implementation support strategy in response to the "UN Joint Approach on NDC Support" endorsed by the Secretary General and the UN climate principals. One of the objectives of this strategy is to ensure a comprehensive package of country support for NDC implementation linked to the SDGs that incorporates UNDP's offer on climate, energy, disaster, governance, finance, biodiversity, water, oceans, gender and health. Accelerated NDC implementation will require drawing out knowledge and experiences from on-the-ground initiatives in a variety of cross-cutting areas, as well as work with national institutions on framework setting and risk informed planning and budgeting work.

In addition, UNDP is working to support countries to find innovative solutions to finance climate actions at scale. By mobilizing finance from vertical funds and public, private, domestic and international sources, UNDP is assisting countries to raise ambition on climate action and increase the resilience of communities,

ecosystems, and economies to a changing climate. This work will help contribute to UNDP's Integrated Results and Resources Framework.

In addition, it will contribute to Signature Solution 1 on Poverty Eradication, Solution 4 on Nature-based solutions, and Solution 5 on energy and strengthen synergies with other Solutions, including on Gender, Resilience and Governance. It will directly support SDG 13: to take urgent action to combat climate change impacts and targets 13.2, 13.3 and 13.A and 13.B, SDG 14 including targets 14.2, 14.3 and 14.5, SDG 7: to ensure access to sustainable energy and targets 7.1, 7.2, and 7.b, SDG 11 and targets 11.3, 11.B and 11.C, and other SDGs aligned with NDC targets5. The collaboration will contribute to three related objectives which are all aligned to the objectives of the emerging UNSG supported Joint UN Approach to support NDCs and UNDP's NDC strategy under this Approach. These objectives include: 1) acceleration of NDC implementation to help achieve the SDGs; 2) strengthened efforts to enhance climate targets for more ambitious NDCs that meet the goals of the Paris Agreement and 2030 Agenda; and 3) mobilization of society to contribute to and demand greater climate action that meets SDG targets.

Given the country-driven nature of NDCs, this area of collaboration will help achieve the above objectives by addressing critical barriers through the following four areas of support:
1. Making the case for NDCs as a development opportunity by enhancing data systems (including enhancing MRV), generating evidence and building a knowledge base on how climate action that meets NDC targets contributes to national priorities and the SDGs. This evidence will be used for advocacy and awareness raising to Heads of State, ministries of finance, planning and other central ministries to ensure political will and leadership for climate action. This systematic collection of data, lessons learned and evidence (including from UNDPs own country portfolio) will also be critical for gauging the impact of NDC implementation and for scaling up actions in the future.
2. Integrating NDC targets and actions into national and sectoral plans and budgets, through translation of these targets into concrete actions that are then mainstreamed into planning processes. UNDP will engage sectoral and central Ministries (e.g. Planning and Finance), to inform their planning and budget processes and align them with NDCs. This work will integrate NDC priorities into existing systems and processes for planning and budgeting and identify and address critical institutional and governance barriers to the implementation of these plans. It will strengthen the effectiveness of tracking, managing and using public finance for climate action.
3. Securing financing needed to deliver these plans through supporting countries to assess priorities, prepare feasibility studies, and formulate bankable ideas for catalytic, scaled up public-private investments for NDC implementation, putting in place policies and partnerships to better attract private finance, and accessing international public finance. Specifically, with the cost of adaptation growing significantly as climate change risks and impacts materialize, SIDA-UNDP collaboration will help catalyze blended finance and private sector-oriented solutions to address key climate issues related to coastal resilience, resilient agriculture and food systems, resilient water management, urban resilience and clean energy finance. It will also help advance value-chain and nature-based approaches and technological solutions to securing ecosystems and agricultural livelihoods and strengthen market systems, e.g. through access to finance and value-chain development.
4. Mobilizing society to scale up climate action by targeting influential actors and leaders, raising awareness and facilitating links with policy makers, legislators and Parliamentarians, universities, women, youth and communities. Ensuring the meaningful, strategic engagement of women, youth and other groups in decision-making is key to scaling up climate action.

To achieve these results, UNDP will leverage its role as a critical player for UN System coordination on climate change, including leading efforts to support national SDG implementation, and as a core implementing partner in the NDC Partnership with the World Bank and GIZ with whom UNDP coordinates closely on

implementing the NDC Partnership Plans. It will also engage government and non-state actors at national and local levels through its existing portfolio and networks.

UNDP will build on existing partnerships with sister agencies, and public, private, and civil society stakeholders, to establish new forms of collaboration at all levels. To enhance adaptation ambition nationally and sectorally under the NDCs, it will build on UNDP partnerships with UN Environment, FAO and other agencies on climate change adaptation planning. To support national and sub-national actors to prepare and advocate for investment plans that respond to NDC priority actions, integrate gender considerations, strengthen the enabling environment, and assist governments to access, blend, and catalyze public and private finance from traditional and innovative sources of investments, it will build on UNDP partnerships with the World Bank, ADB, GCF, GEF and others.

Sida support will focus on a few critical result areas which can advance NDC implementation in partner countries. For example, given that over 60 million women and men depend on reefs for coastline protection—those living less than 10m above sea level and 3km from coral reefs – climate change is increasingly a major threat. Research shows that natural systems such as mangroves, reefs, floodplains and saltwater marshes are not only critical to national and local economies and livelihoods, but can also buffer coastlines, absorb wave energy, reduce erosion and make coastal communities more resilient. Sida support will contribute to the extension of UNDP's flagship insurance-for-development partnership with the Nature Conservancy: Reef2Resilience. This initiative will support 10 vulnerable coastlines by 2020 and help create a parametric insurance mechanism on reefs. This mechanism provides for immediate cash for reef-restoration activities following a damaging event and will strengthen the resilience of 10 million people and billions of dollars of critical coastal infrastructure, with a focus on LDCs.

Given the swift pace of urbanization, UNDP is also working with governments and partners to address poverty and resilience in urban contexts. Demand for integrated, multi-sector, urban assistance is increasing. Government partners and private entities are approaching UNDP to support innovative urban solutions. SIDA-UNDP collaboration will respond to this demand by advancing smart city solutions and preparing bankable investments for urban resilience.

Further, energy - particularly renewable energy - is the most cited mitigation priority in 99 percent of NDCs. Sida support will help accelerate implementation of national energy-related targets, including for renewable energy, as well as energy efficiency. It will also help embed DRR, and terrestrial and marine nature-based solutions more consistently within NDC mitigation and adaptation activities. For this work, UNDP and partners will identify specific LDCs and other countries and activities to support based on country demand. Additional details on NDC-related energy work is articulated in the C.2 sub-Programme area.

Sida support will also be used to strengthen UNDP's internal technical capacities at the global, regional and country levels needed to support strengthened NDC implementation. It will ensure more integrated approaches of its climate change adaptation and mitigation portfolio, identifying co-benefits and enhancing NDC implementation which advances both low emission pathways and climate resilience in sectors such as agriculture, water resources, and health and in cross-cutting thematic areas such as urban programming. Key areas for integrated programming under this Programme include renewable energy, adaptation, DRR, biodiversity, and ocean programming. For example, the pilot countries that will be supported have been prioritized by UNDP as being high demand for NDC and DRR assistance based on an assessment of DRR risk factors. UNDP will ensure that NDC support fully addresses DRR concerns.

Integrated, gender-responsive approaches are critical to safeguarding the lives and livelihoods of those most vulnerable to climate change. For communities largely dependent on agriculture and natural resources, investments in food security and resilient agricultural systems can reduce their vulnerability and ensure that

development benefits are safeguarded and enhanced, particularly for marginalized groups. Through this work, UNDP will advance good practices in mainstreaming gender in NDC planning and implementation, while building on pilot programmes to demonstrate how addressing climate change and gender equality can lead to more inclusive, SD outcomes.

C.2 Shifting to Cleaner, Renewable and More Efficient Energy Sources

Sida-UNDP collaboration on clean, renewable and efficient energy will focus on advancing implementation of energy-related NDC targets, with a focus on leveraging climate finance and private sector investment towards transformation of countries' renewable energy markets and transition from fossil-fuels to clean energy. Interventions will be tailored to country context and NDC priorities.

Country selection will be guided by the countries identified in section C1, as the energy work will use NDC support as the entry point. In Africa, for example, a majority of NDCs have prioritized rural electrification. UNDP's energy/climate change mitigation offer in the region therefore includes leveraging investment for off-grid solutions (mini-grids, solar home systems). In middle-income countries, the focus will be on increasing the share of renewables in the national energy mix. Shaped by NDC priorities, UNDP will offer clean energy products and tools on a demand-driven basis including on-the-ground technical assistance to promote private sector investment.

Synergies will be maximized with UNDP's existing activities funded by other donors, including the GEF and GCF, and related climate work. UNDP focuses mainly on assisting countries with "policy de-risking", on-the-ground support helping the countries adopt conducive policy and regulatory enabling conditions that can attract private investment. UNDP has a long track record of implementing such assistance programs. In addition, given UNDP's coordination and "integrator" role at the country level, UNDP will coordinate with assistance being provided to the sector by other donors, to ensure synergies and avoid duplication.

UNDP's offer to countries will depend on the local context and will include prioritized support for de-risking renewable energy investment. UNDP will assist countries in conducting diagnoses to systematically identify investment risks and develop targeted, cost-efficient packages of de-risking measures at the national level. Interventions will use UNDP's flagship De-risking Renewable Energy Investment (DREI) framework with a focus on four sub sectors: on-grid, with utility-scale and rooftop PV; and off-grid, with mini-grids and solar home systems.

In addition, building on this core assistance, complementary types of support can be provided in line with country demand, including one or more of the following:

- Geo-spatial planning for electrification: support countries with techno-economic modelling on lowest cost technologies (grid expansion, mini-grids, solar-home systems) to achieve electrification. New low-cost modelling options, such as KTH-Stockholm's ONSSET tool, are now available, marrying geographic information systems and open-access geospatial data. These analyses are key to good-practice energy planning and rural electrification.
- Impact indicators: leveraging UNDP's new 'SDG Impact' offer[7], UNDP can advise corporates and investors in clean energy on: 1) identifying a comprehensive set of impact indicators; 2) sourcing high quality data on these indicators; and 3) publicly reporting on impact in an accessible way. This can strengthen impact investment as an asset class, resulting in low cost capital flowing to clean energy in developing countries.
- Making the case for carbon pricing and phasing out fossil-fuel subsidies: with Sida support, UNDP will expand its work on energy policy reforms and instruments related to fuel subsidies to help countries shift away from harmful subsidies, and transition to low-carbon economies. This may involve analytical undertakings focused on political economy issues and quantification of

development benefits towards phasing out fossil-fuel subsidies and putting in place carbon pricing schemes in a select number of countries.

This work builds on over 20 years of UNDP experience on climate change mitigation and energy and an existing portfolio of close to 250 projects in 110 countries. It will complement UNDP's support to countries financed through the vertical funds such as the Global Environment Facility and the Green Climate Fund, as well as global programmes and collaboration. These include the NDC Support Programme and the NDC Partnership. It will also contribute to UNDP's Integrated Results and Resources Framework.

In turn, this work will contribute to UNDP Signature Solution 5 on Closing the Clean Energy Gap, and directly support SDG 7, covering Target 7.1: Universal access to modern energy and Target 7.2 Access to clean cooking, with a focus on rural areas, advanced improved cookstoves (biomass-based), affordability and "leaving no one behind" in low income and post-crises countries, as well as SDG 13: to take urgent action to combat climate change impacts and targets 13.1, 13.2 and 13.B., and SDG 15 for life on land and targets 15.1, 15.2 and 15.3.

Sida support will also be used to strengthen UNDP's internal technical capacities at global, regional and country levels needed to facilitate a shift to renewables, accelerate implementation of energy-related targets, and leverage private sector investment. These also include capacities for better coordination with UNDP's linked support on NDCs, biodiversity, and gender equality. Work on modern energy will ensure that solutions positively impact women's wellbeing, leverage women entrepreneurs to scale adoption of technologies, and support women in leadership positions and meaningful policy dialogue in the sector.

D. Nexus Area: Sustainable Food Systems – Mobilizing Government, Businesses, Communities and Investors for Transforming Food Systems

Agriculture,as the largest driver of deforestation, water consumption, degradation of ecosystem services, and species loss, is addressed by the Sida Programme through each Programme Area and cross-cutting themes linked to gender equality, conflict, and financing. The way that food systems at local, national, and global levels are managed has a direct, often negative impact on our biodiversity, water and oceans, and efforts to mitigate and adapt to our changing climate. With forest clearing (often for crops), agriculture accounts for nearly a quarter of all greenhouse gas emissions.

At the same time, the way we manage our natural resources can also have a negative impact on our food systems and the lives and livelihoods of women and men living in poverty. This includes small scale subsistence farmers, many of whom are women, small shareholders, and other poor households whose health, well-being, and potential for better lives are directly linked to the cost, quality, availability, variety, and safety of the water and irrigation they can access and the food that they grow, buy, and sell. Approximately two-thirds of the three billion rural people in developing countries make a living on some 475 million farms of two hectares or smaller.9 We cannot attain eradicate poverty without improving the lives and livelihoods of poor rural farmers, especially in LDCs, nor can we achieve Goal 3 on good health and wellbeing, Goal 5 on gender equality, Goal 6 on clean water, and Goal 8 on decent work and economic growth, among others. Many rural women have limited land rights or ownership, or to decisions that affect their family lives.

Food security is also intricately linked to national security, stability and wellbeing at all levels. For example, the 2019 World Economic Forum Report on Global Risks10 highlights direct linkages between food crises and involuntary migration, profound social instability, failure of national, regional and global governance, and state collapse. Because of these many interlinkages across the three main Programme Areas and cross-

cutting themes supported by this Programme, any attempt to tackle food issues must take a systems approach that tackles multiple issues at once.

Transitioning to a more sustainable global food system that meets the dietary and nutritional needs of the growing population requires integrated nexus approaches that address challenges and opportunities around the efficiencies of food production and distribution at a global scale. Ecosystem services need to be preserved including water, fertile soil and pollinators and broader biodiversity. Agriculture systems and commodity chains need to be reformed to decrease carbon emissions, water consumption, habitat destruction and environmental pollution, while strengthening resilience to and mitigating risks associated with droughts, increased pests, and other impacts of climate change on productivity. Rather than relying on chemicals that pollute soil and water and harm human health, a shift is needed to harness the genetic diversity of crops, plants and livestock, and more sustainable systems of food production, and land and water management. As noted, this transformation is also needed as part of broader strategies to eradicate poverty, mitigate conflict risks, and reduce inequalities including by closing gender gaps through land reform.

With Sida support, UNDP will launch a Global Food and Commodity Systems Strategy which draws on UNDP's value-added expertise from its climate adaptation, disaster risk reduction, water/fisheries and oceans, and ecosystems and biodiversity portfolios including the Green Commodities Programme (GCP), the Nature for Development Programme, and BIOFIN. It will include a focus on the following workstreams:

- Development of a roadmap for deforestation free commitments, with defined implementation mechanisms and financing, and implementation started in priority countries;
- operationalization of a digital platform to connect smallholders and landscape partners with global expertise in agroecology, landscape management, supply chains and financing, and to catalyze private sector finance for small scale farmers for regenerative agriculture;
- demonstration of climate resilient and regenerative farming practices in pilot LDCs with clear poverty and gender dividend and lessons and solutions captured and widely disseminated;
- conducting a global advocacy campaign that engages top food manufacturing and distribution companies, and a consumer facing campaign for behavioural change.

This work will leverage synergies across thematic teams and a diverse set of projects needed to respond to the global food system challenges, including on gender, governance, and resilience. For example, work in each of the pilot countries will begin with a mapping of existing government, UNDP and partner programming on the ground that is critical to advancing sustainable food systems. It will assess the drivers and gaps in addressing the linked drivers of food insecurity and opportunities to upscale impact through keystone actions with cascading effects of better targeted Sida funds. UNDP will integrate food concerns and priorities into other national, sectoral, and local frameworks including the design, financing, and implementation of more ambitious NDCs and linked biodiversity, water, oceans, and energy initiatives as relevant. This work will else prioritize the mainstreaming of gender equality and women's empowerment, as well as a focus on local communities and households most directly affected by food policies.

By leveraging these synergies, UNDP will be able to leverage its comparative advantages to: 1) transform landscape management linking local stakeholders to national governments and international support organizations, expertise, technology and finance; 2) transform food commodities supply chains through the convening of private and government stakeholders and support for turning commitments into actions; 3) leverage private and public sector investments in support of biodiversity-friendly farming practices; 4) upscale climate-resilient and ecosystem service nurturing farming practices and technologies and agrobiodiversity conservation; and 5) strengthen policy frameworks and institutional capacities that encourage innovation, promote inclusiveness, empower women and close gender gaps.

To achieve these goals, a wide range of collaboration is needed with the public, private and civil society actors. New and existing partnerships will be strengthened through including CGIAR, Crop Trust, CBD, IFAD, UNEP and FAO. Key results include: 1) the negative impact of commodities that drive deforestation is reduced; 2) at least 5 countries with a focus on LDCs have sustainable commodity platforms and roadmaps for deforestation free commitments with defined implementation mechanisms and financing; 3) farm systems in at least 5 countries are practicing biodiversity conserving and climate resilient farming; 4) small and medium scale farmers in at least five countries have access to finance for transforming commodity practices; 5) at least 5 countries are integrating an agrobiodiversity index in sector monitoring systems and showing crop diversification; and 6) at least 5 countries have food system policies that promote gender equality and inclusiveness among farmers and other workers in food value chains.

E. Cross-cutting Themes

Within and across each Programme and nexus areas, UNP will integrate cross-cutting themes that link to other Signature Solutions on Governance, Gender, and Resilience. These cross-cutting themes include gender equality and women's empowerment, conflict sensitivity, and finance.

Gender Equality and Women's Empowerment

As noted above, gender quality and women's empowerment issues are critical to implementation of UNDP's Strategic Plan and Signature Solutions. The UNDP approach to gender mainstreaming is a dual one: it supports the empowerment of women and girls through gender-responsive targeted interventions and addresses gender concerns in the process of developing, planning, implementing and evaluating of all policies and programmes. This work is supported by diagnostic tools and participatory consultations and analysis that identifies gender gaps, capacity needs of public and civil society organizations, and engages women, men, and youth to promote women's empowerment and gender equality.

Work supported by Sida under this programme will draw and build on UNDP's Gender Equality Strategy and its various institutional mechanisms and tools designed to ensure that gender concerns are integrated across all of UNDP's environment, climate, and broader SD portfolios. The UNDP Gender Equality Strategy (2018-2021)[11] outlines the organization's commitment to promoting gender equality and women's empowerment. The Gender Equality Strategy (GES) was prepared and is implemented in conjunction with the UNDP Strategic Plan[12]. It provides a road map to elevate and integrate gender equality into all aspects of UNDP's work including environment, energy and crisis response and recovery. Since adoption of the first GES in 2008, UNDP has increased staffing and staff capacity. There is a core Gender Team in New York and a Gender Practice Leader in each regional hub. 80% of country offices have a gender focal point. Each of these gender expert teams will support work under this Programme as relevant.

UNDP has also established several accountability mechanisms. UNDP's Gender Steering and Implementation Committee (GSIC) is the highest decision-making body on gender mainstreaming within UNDP responsible for policy setting, oversight of all offices, and reporting on GES UNDP's Executive Board. Chaired by the UNDP Administrator, the GSIC ensures that bureau directors and practice leaders integrate gender equality in each area of work and demonstrate leadership. In 2009, UNDP launched the Gender Marker, a system of accounting that helps to keep track of how much UNDP is budgeting and expending on gender equality. The Gender Equality Seal is a quality certification process that assesses the ability of country offices to deliver on gender equality.

UNDP's gender equality policies are also implemented through various tools and procedures. The development and implementation of all UNDP programmes and projects is guided by the policies and procedures outlined in the UNDP Programme and Operational Policies and Procedures (POPP), including detailed guidance for gender-sensitive design in projects. The POPP also stipulates that a wide range of stakeholders should participate in the formulation of projects, including the participation of women and

disadvantaged groups including indigenous groups as applicable. The UNDP Results Oriented Annual Report (ROAR) is mandatory for all offices and includes a section for reporting substantive evidence on gender related outcomes. UNDP also reports progress annually against gender equality performance indicators based on intergovernmental mandates for the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women. The indicators cover 17 performance areas, including programmes, reporting, financial resources, strategic planning, evaluation and gender parity.

UNDP's Social and Environmental Standards (SES) also underpin UNDP's commitment to mainstream gender, linked social issues and environmental sustainability in all projects. The SES includes a Social and Environmental Screening Procedure. The SES require that all UNDP projects enhance positive social and environmental opportunities and benefits as well as ensure that adverse social and environmental risks and impacts are avoided, minimized, and mitigated. They are grounded in a set of overarching Principles including Human Rights, Gender Equality and Women's Empowerment, and Environmental Sustainability. They include a Stakeholder Response Mechanism that ensures women, youth, indigenous peoples and other stakeholders affected by UNDP projects have access to procedures for addressing project-related grievances; and a Review process to respond to claims that UNDP is not in compliance with its SES policies.

In addition to the accountability and incentive systems described, UNDP projects financed by the GEF and GCF report annual progress against project-level outcomes. These include specific questions to track and measure project-level results in advancing gender equality and women's empowerment. All projects in this portfolio are required to complete a gender analysis and action plan during the development phase, typically involving a gender expert. The action plan must include indicators, targets, timeframe, responsible parties and a budget which are linked to specific project outputs, outcomes and activities. Progress against the gender action plan is monitored and reported on annually.

Through these mechanisms, UNDP will help ensure that gender equality gaps and the needs and knowledge of women and men, girls and boys, are fully addressed across all initiatives supported by this Programme. At the same time external and internal capacities for this work will be strengthened drawing on resources such as the Open Online Course on Gender and Environment. Led by UNDP with the GEF Gender Partnership, this Course targets environmental practitioners to broaden their understanding of gender and environment, and to improve their ability to address gender inequality in environmental sectors. It provides users with the knowledge and tools to mainstream gender and to be effective changemakers for sustainable development. In addition, knowledge management and communication activities supported by this Programme will assess and share gender good practices and lessons learned.

Conflict Sensitivity

UNDP's Strategic Plan recognizes the different country contexts in which UNDP and partners work including crisis and fragile states. Today's conflicts involve complex systems driven by multiple and competing interests. Short- and longer-term onset environment and climate-related disasters and pressures, as well as conflicts, are increasing with significant impacts on human security and sustainable development. A deeper understanding of these drivers and strengthened capacities to address them are needed to ensure stability and security.

Work supported by UNDP under this Programme will draw on and strengthen UNDP's broader systems used to assess conflict sensitivity and integrate findings from these assessments into relevant programmes and responses, including UNDP's linked portfolios on governance, DRR, and crisis. This work will be facilitated by the coordination functions described below including ongoing UNDP efforts to synergize its work on sustainable development and crisis through the Global Policy Network's Bureau for Policy and Programme Support and the new Crisis Bureau.

This work will also draw on such mechanisms as the comprehensive UN Conflict and Development Analysis (CDA) tool developed and endorsed by the UN Sustainable Development Group with support from UNDP. The CDA can be used to help develop UNSDCFs (UN Sustainable Development Cooperation Framework, replacing UNDAFs) and similar UN-wide approaches; or in advance of potential triggers such as the scarcity of natural resources and major climate events. It can inform early warning systems, ensure better targeted responses and strengthen capacities to reduce the chances of conflict.

UNDP is also part of the inter-agency Climate Security Mechanism with DPPA and UNEP established in October 2018 with support from Sweden. The Mechanism is designed to help strengthen UN capacity to address the linkages between climate change and peace and security through: 1) climate-related security risk assessments and tools; 2) the design of risk prevention and management strategies; and 3) strengthening of knowledge and targeted advocacy. It will help inform policy work, capacity development, and integrated programming on conflict prevention, disaster risk reduction and climate change adaptation, to accelerate implementation of the Paris Agreement, Sendai Framework, and Agenda 2030.

UNDP and sister agencies are also working closely with the World Bank and the EU to provide joint support for assessing, planning, and mobilizing efforts to accelerate recovery, reconstruction, peacebuilding and sustainable development in countries affected by crises. This tripartite agreement is executed through joint Recovery and Peace Building Assessments (RPBA). These Assessments identify and address immediate and medium-term recovery and peacebuilding requirements while laying the foundations for a longer-term recovery strategy in countries facing conflict or transitioning out of a conflict-related crisis. UNDP serves as the technical lead on the RPBA for the UN system.

Finance

UNDP will bring an integrated approach to financing across the three programme areas articulated above. UNDP will help ensure that government budget reflects support for biodiversity, ecosystems, natural capital, sustainable ocean governance and climate action as priorities. This will help shift in expenditure patterns both increasing the effectiveness of existing resources and increasing public investment.

At the same time, more innovative finance approaches will be adopted to mobilize private capital towards these same policy objectives across all three programme areas, including through linkages to UNDP's Private Sector Centre and the SDG Finance Hub. This will be done through support for particular tax or debt instruments such as green or blue bonds, de-risking of investment into sectors that can crowd in private capital, e.g. to renewable energy or environmental tourism, or approaches to resilience-based insurance as highlighted in the above sections. This integrated approach to financing will enable the programme to leverage SIDA's investment into change at scale through influence over spending patterns in both public and private sector. This integrated approach will also build upon work piloted by SIDA in specific programmes – such as the Climate Change Finance Governance programme in Asia. These crosscutting themes are also directly relevant to several nexus areas which will be supported by this Programme including Sustainable Food Systems.

III. RESULTS AND PARTNERSHIPS

Expected Results

This programme is designed to strengthen UNDP's internal institutional capacities for integrated policy delivery. As noted above, the value-added of this programme and its internal TOC includes how it will allow UNDP to advance a more integrated, programmatic and strategic approach in line with its overall SD vision and Strategic Plan. In addition to helping UNDP deliver better external country results in line with its Signature Solutions and the prioritized thematic areas and cross-cutting themes, Sida support will also strengthen UNDP's internal capacities for delivering such integrated policy support more broadly.

This will involve a medium to long-term process that gradually strengthens its organizational performance in line with the Strategic Plan's call for accelerated delivery of top-quality programmatic SDG results, and greater organizational efficiency and effectiveness for programme delivery in line with Social and Environmental Standards. This in turn will require steps to ensure better dialogue, stronger partnerships, and a more coherent set of country-focused SD solutions. UNDP capacities to leverage existing silo-breaking expertise within and across its thematic teams needs to be strengthened. At the same time, newer areas of expertise require building up, including in areas involving gender, conflict sensitivity, finance. In addition, stronger capacities for knowledge capture, analysis and sharing of data and lessons learned is needed to better to inform, scale up, and replicate country solutions supported by UNDP.

UNDP has already taken several initial steps in this regard since the launch of its Strategic Plan in 2017 and in response to Member States' call for UNDP to provide a stronger "integrator" function. This includes rethinking how UNDP manages and delivers its policy advice, programming and thought leadership and leverages its convening power as a critical part of the UN system's repositioning at the country level. UNDP has formed a new Global Policy Network (GPN) and cadre of SDG experts. The GPN has been designed to better connect and deploy the expertise of UNDP staff and consultants based in Headquarters, regional hubs, policy centres, and country offices. These experts are being linked through matrix management and integrated task teams across the Bureau for Policy and Progamme Support, a new Crisis Bureau, and UNDP's five regional Bureaus at all levels. As it is operationalized, the GPN is promoting new ways of development cooperation through a country platform approach that advances innovation, acceleration and scaling up of national SDG implementation and climate change NDCs. This platform is designed to better track, synthesize and share data, results and lessons learned. The Sida Programme will directly support the operationalization of the new GPN and country platforms, and, in turn, strengthen UNDP's ability to deliver on the programme areas and Signature Solutions prioritized under this Programme.

In addition, results will be achieved in pilot countries (see criteria on page 23) across the Sida Programme's thematic areas and through internal capacity building support. Each pilot country will develop a multi-year work plan that outlines activities and expected results across programme areas and for capacity building, including capacities on gender and safeguards. These work plans will be complete by the end of 2020. Furthermore, pilot country work plans are designed to achieve integrated work planning and integrated results across the Nature, Climate, Energy portfolio, further contributing to the Sida Programme's objective to improve UNDP's internal capacity for integrated policy and programmatic work.

Resources Required to Achieve the Expected Results

The resources required for this programme include programmatic and operational costs needed to support implementation, including development effectiveness and implementation support arrangements. These include activities that directly support implementation, i.e. communications, human resources, procurement, finance, policy advisory, quality assurance, reporting, management, etc. In line with standard UNDP programming policies, 8% GMS will be deducted from the overall amount of programmable Sida funding, totalling ~US$2,962,963 m out the total US$40 m dedicated to the programme.[1]

Over the four years of implementation, the indicative amounts proposed for each programme area may shift within reasonable margins. Funds will be implemented by UNDP who is accountable to Sida for the sound use of financial resources and results. UNDP may enter into agreements with other organizations to provide goods and/or services, conduct activities and/or produce outputs using the Programme budget. Such engagement of third parties, also known as forwarding of budget funds, will be kept to a minimum and

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[1] The contribution from Sida (and associated GMS deduction) will fluctuate based on the current exchange rate at the time of the transfer of funds.

agreed with Sida in advance of contracting. In line with UNDP policies, a minimum of approximately 5% of the overall budget will be used to advance gender equality and women's empowerment issues.

Approximately 75% of the Sida budget will support integrated programming and piloting activities. This amount will be distributed between biodiversity, water and oceans, and climate and energy. These thematic programming area budgets will at the same time be used to fund integrated programming and cross-cutting themes around gender, conflict and finance in line with the overall objectives of the Programme. For example, NDC work will include a focus on energy, water, and biodiversity, and vice versa as mandated by the Terms of Reference for staff and consultants. UNDP's work on Sustainable Food and Commodity Systems will be funded primarily by the Biodiversity Programme Area, while drawing on expertise and partnerships supported by all budget lines. A portion of these Programme Area budgets will be used to co-finance new or existing staff and consultants per the budget tables shared below.

The remaining 25% will be used to fund or co-finance the costs of a range of common, cross-cutting integrated technical staff and consultants supporting all Programme Areas. These positions will help strengthen existing areas of UNDP expertise, and retain expertise in new and emerging areas required by the Programme. These positions will be based in UNDP's regional hubs (Addis, Bangkok, Istanbul, and Panama) and HQ and used to ensure the provision of integrated policy advice, technical assistance, and knowledge capture across UNDP's linked biodiversity, water/oceans, climate change/disaster risk reduction and energy teams, as well as the cross-cutting themes of gender, conflict and finance.

Shared staff and consultants supported by the Programme will work directly with other current and new staff and consultants funded under Programme Areas budgets. They will help to ensure that dialogue and coherent approaches across the main programme areas are fully leveraged and that global policies are better linked to local UNDP CO and broader UNCT programming. For example, funds are used to hire three integrated policy specialists to be based in UNDP's regional hubs. They will help ensure that issues related to water, oceans, biodiversity, DRR and cross-cutting themes are integrated into national NDC process and related environmental and SD programming. It will also ensure broader ownership of Programme activities across UNDP's Global Policy network.

Global posts and/or consultancies will be created in New York to strengthen UNDP's knowledge management and communications functions and its gender equality and women's empowerment work. Programme funds will also be used to strengthen the application of UNDP's Social and Environmental Standards across all programmes in line with the recent Sida Helpdesk review. A portion of Sida funds will be used to finance two new administrative posts and a procurement analyst in Istanbul and an Operations Specialist in New York. These posts will directly support implementation of the Programme. These posts are essential in order to support the delivery of the planned USD$10 million per year under this Programme including recruitment, contracts, payments, budgeting, and financial reporting.

Partnerships

The programme will facilitate closer collaboration with partners to achieve results in key areas where UNDP plays a leadership role in integrated SD work. For example, UNDP is a co-leader for the UN-Water Task Force on Country-Level Engagement linked directly to UN Reform and the RC system. Similarly, UNDP Co-Chairs UN-Energy, which is working to improve in-country coordination in a select number of countries by working through the Resident Coordinators. It is expected that UNDP will work closely with UNWOMEN and UNICEF on the health-environment-gender nexus, and it is assumed that UNWOMEN and UNICEF will be on board with closer collaboration in this area. In addition, UNDP will work more closely with sister agencies, including UNEP, FAO, WFP, ILO, and UNIDO and other multilateral partners in response to country requests on related environment, climate change and disaster risk reduction programming, including through MAPS

implementation. All GEF and GCF-funded national projects emphasize systemic and institutional capacity building through partnerships including initiatives led by other partners.

In line with UNDP's Strategic Plan and UN reforms, work under this Programme will help to strengthen these existing partnerships and develop new forms of collaboration with sister agencies, and other institutions from the global development community, civil society and private sector. These partnerships will be particularly important in the context of the new UN Country Team configurations and integrated SDG platforms, and will contribute to the work supported by this programme in 8 pilot countries.

The Sida Programme pilot countries have been selected based on the following criteria:
- Strong opportunities and country demand for advancing integrated support across environmental and climate portfolios;
- portfolio of NDCs-support and other relevant programming including from vertical funds;
- a focus on LDCs and Sida partner countries;
- at least 1 SIDS and 1 crisis/conflict country.

Based on these criteria, the following 8 pilot countries have been identified:

Country	Sida partner	LDC	SIDS	Crisis/ Conflict	NDC/DRR Programming	Other Mixed Programming
Africa						
Uganda	X	X			X	X
Ethiopia	X	X			X	X
Asia						
Cambodia	X	X		X	X	X
Bangladesh	X	X		X	X	X
Myanmar	X	X		X	X	X
Nepal		X		X	X	X
Latin America						
Colombia	X				X	X
Haiti		X		X	X	X

Decisions on what activities will be supported in each country context will be made based on an assessment of various factors including: country needs and demand; complementary programming; mandate and value-added of UNDP support relative to other agencies and partners; regional diversity, with a focus on LDCs, and countries with strong potential for scaling up and accelerating progress across the programme areas and cross-cutting themes. The work planning process in each pilot country is underway, and multi-year work plans for each pilot country are expected to be in place by the end of 2020. Country work plans will focus on activities for the thematic areas, as well as internal capacity building support.

To achieve these results, the programme will support pilot countries where UNDP's integrator function at the country and UNCT level will be strengthened by working with relevant partners. This also represents one of the broader objectives of the Global Policy Network and UNDP Strategic Plan. The role of the new Resident Coordinators (RCs) and UNDP Resident Representatives are critical to the planning, dialogue, coordination, financing, and implementation of country level SDG initiatives, including those supported by this Programme. For this country-level coordination and partnership building, it is expected that UNDP will draw on its country presence and strong experience supporting UN reforms at all levels. UNDP's active and ongoing role as a core member of the UNDG and the preparation and implementation of its evolving guidance to the reconfigured UNCTs will enable this type of coordination and partnership building. It is

assumed that UNCTs and UN sister agencies will be willing and able to participate in further integrated work and coordination at the country level, particularly in Sida Programme pilot countries. In addition to the pilot countries, the Sida Programme will also support the Fiji Multi-Country Office and Barbados Multi-Country Office with coordination and internal capacity building as part of UNDP's SIDS work. This support will be directed by two new Sida-funded SIDS positions – a P3 SIDS Blue Economy Specialist based in Fiji and a P3 SIDS Digital Transformation Specialist based in Barbados. Both of these new posts will provide policy advisory support and implementation support for UNDP's SIDS Offer.

In these ways, UNDP efforts to operationalize the GPN and cadre of SDG experts - which this Programme directly supports – will strive to strengthen partnerships by providing better integrated and coordinated assistance through UN Country Teams including in the pilot countries.

The following table summarizes the partners with whom UNDP will work under the Programme:

Partner	Indicative Key Area of Collaboration
World Bank	UNDP will continue to work closely with the WB across a number of initiatives, including the NDC Partnership, PROBLUE, illegal wildlife trade, etc.
UNDG/UNCTs	UNDP will engage actively in UNDG to strengthen collaboration with sister agencies in the context of ongoing UN reforms and policy guidance including SDG Mainstreaming, Acceleration, and Policy Support (MAPS)
UNEP	Joint programme implementation in environmental protection, ecosystem management, poverty-environment, green economies, climate change mitigation and adaptation.
UNIDO, FAO, IFAD	Collaboration in the areas of energy, climate change, forests, market development and sustainable productive techniques.
UN Conventions	UNDP will continue to work closely with the major environmental Conventions and Agreements including CBD, UNFCCC, UNCCD, and CITES.
IFIs	UNDP and International Financial Institutions will continue to collaborate on SDG-based planning, costing, climate change, energy, green growth, and poverty measurements.
Global Funds	UNDP will continue to leverage partnerships with the Global Environment Facility family of funds and Global Climate Fund including for biodiversity, oceans, and climate change.
Global Platforms and Initiatives	UN Environmental Management Group, UN Oceans, UN Water, NDC Partnership, Sustainable Energy for All, UN Energy
Private Sector	Financing and implementation of conservation programmes. UNDP will build various platforms: Business Call to Action, WEF, Nature Action Agenda
Civil Society, Research Institutes	UNDP will strengthen emerging SDG partnerships with a range of civil society and academic partners.

The Sida Programme will complement and augment a number of existing UNDP projects and initiatives, including with co-financing from GEF and GCED-funded projects and the Italian funded ClimaSud project. In addition, the Sida Programme is ensuring synergies with other relevant global and regional programmes,, such as BIOFIN, Nature for Development Programme, the new UNDP Food and Agricultural Commodities System (FACS) Strategy and Green Commodities Programme, the One-UN Partnership for Action on Green Economy (PAGE), the Poverty-Environment Action Programme (PEA), the Environmental Governance Programme on Mining and the UNDP-Sida Regional Climate Project for the Arab Region, among others. The programme is exploring options to complement these initiatives financially and technically, at the country and global levels in line with the programme's learning, adaptive management, and institutional strengthening objectives. Pilot country work plans will highlight these synergies in greater detail.

To achieve results and ensure linkages with other partners working in the Nature, Climate, Energy space, the tables in Annex 1 map out what other stakeholders and initiatives are doing to address NCE development challenges and integration.

Risks and Assumptions

As a global programme, the initial risk screening has identified cross-cutting risks that will need to be carefully managed and tracked in the Programme's Risk Register (see Risk Analysis in Annex 2). The Programme applies an adaptive management approach to ensure potential risks and lessons learned inform proactive coarse corrections when needed. Substantive changes to the Programme that may be required to manage risks will be presented to the Project Board for decision.

To manage the potential risk that the assumptions underpinning the Theory of Change turn out to be inaccurate, the Theory of Change and assumptions will be revisited annually and any adjustments to programme strategy and activities made accordingly.

There is also a risk that the global COVID pandemic will impact operations of the project. Virtual working arrangements and solutions will be applied to ensure the programme remains operational while protecting health and safety of project personnel and stakeholders. The Programme will support capacities of pilot COs to consider COVID risks in the context of their environment and climate change portfolios.

Activities still to be defined may present additional risks, including social and environmental risks, that will require additional risk management measures to be in place. This relates particularly to Thematic and Country Office activities. Therefore, when funds are transferred to Thematic global initiatives and pilot Country Offices, the global project and relevant existing project Risk Registers and SESPs will be reviewed and updated as needed. For Programme funds that will supplement existing projects (e.g in pilot COs), relevant project-level risk logs and SESPs will be shared with the global project team to ensure sufficient risk management measures are in place.

Internal capacities for risk management and the implementation of social and environmental safeguards (See Annex 3 for Social and Environmental Screening) is a key cross-cutting component of the project to help ensure integrated and sustainable approaches to programming.

Evolving risks and risk management approaches will be included in the agenda for all Project Board meetings and risks will be escalated to the Board when necessary.

Stakeholder Engagement

Because the Sida Programme is designed to improve linkages across the NCE portfolio and create synergies with other areas of UNDP's work, both internal and external stakeholders need to be engaged. Regarding internal stakeholders, this includes UNDP senior managers and colleagues from teams across the GPN that facilitate integrated programming. To engage these internal stakeholders, the programme will facilitate and contribute to GPN and other 'Task Teams' that design and implement policies and projects relevant to the programme. This will ensure better integrated approaches drawing on thematic expertise (BD/ water & oceans /CCA/DRR), and cross-cutting themes on gender, governance, inclusive growth, and private sector engagement. In addition to supporting better coordinated resource deployment, UNDP will facilitate integrated missions (when possible) and stakeholder engagement at country, regional, and global levels to facilitate synergies and knowledge exchange. These approaches are already being incentivized through the GPN. UNDP will use existing Intranet spaces, webinars, Communities of Practice, and regular Sida Programme meetings with colleagues from across the GPN to ensure meaningful engagement.

These internal stakeholders include UNDP Regional Bureaux and pilot country offices. The Programme is engaging RBx and pilot COs through a work planning process, whereby NCE colleagues consult with RBx and CO colleagues to listen to their needs and priorities for the Programme. These meetings are informing the country level work plans for each CO for both external programming and internal capacity building activities. Through dedicated outreach to COs and an open communication channel, efforts are being made to ensure that the Programme will not be perceived as a top-down HQ initiative, or an additional work burden for staff. The goals, objectives and priorities of the Programme have been communicated internally and informed by these ongoing consultations at HQ, regional, and CO levels since initial planning stages.

External stakeholders include the recipients of the Programme's activities at the country level and other stakeholders who may be affected by or have an interest in the Programme. This include government partners, local beneficiaries, affected people and communities, and other representatives of civil society, the private sector, and funding partners.

Meaningful stakeholder engagement and a commitment to human rights are key commitments of UNDP's Social and Environmental Standards and therefore the Programme will support capacities for stakeholder engagement through a human rights-based approach as a critical aspect of identifying integrated and sustainable solutions.

Because this global project encompasses a wide range of activities at different scales and locations, stakeholder engagement and human rights considerations will need to be assessed and contextualized. To ensure this is being done, a stakeholder engagement plan will be completed for the funded activities and will be part of what is reported on and the related lessons learned captured.

In addition to proactive stakeholder engagement and assessing human rights considerations, UNDP's Social and Environmental Standards are underpinned by a corporate Accountability Mechanism (www.undp.org/secu-srm) that provides a mechanism for affected people to submit their concerns and complaints to UNDP with formal processes to respond. As part of any stakeholder engagement plan prepared as part of this Programme for activities that may have a direct impact on people and the environment, this will include ensuring stakeholders are informed of UNDP's Accountability Mechanism and any local or project grievance redress mechanisms that may be in place. The Programme will also support capacity building within UNDP related to these grievance mechanisms.

South-South and Triangular Cooperation (SSC/TrC)

The Sida Programme will contribute to South-South cooperation by facilitating shared learning across the pilot countries and other countries receiving broader NCE team support. Building capacity for knowledge management and lessons learned is a key component of the programme, and pilot countries will share best practices with one another. Since the programme is designed to build pilot country capacity, good practices that will be shared among pilot countries on gender, safeguards, UNCT coordination, communication, data management, and other themes. To ensure knowledge sharing across pilot countries, the pilot countries will collect, report on and share good practices with one another across these areas.

Knowledge Management

As part of this Programme's Theory of Change, emphasis is placed on the knowledge management and communications functions. Knowledge management is key to ensuring operationalization of UNDP's Strategic Plan and Signature Solutions, as well as the medium-term change process needed to strengthen UNDP' institutional capacities for delivering integrated policy support.

Through the Knowledge Management function and regular on-demand and ad hoc reporting, lessons and recommendations generated through the Programme on options and good practices for working in better silo-breaking ways at all levels. This will include results in each of the main thematic programme areas, as

well as cross-cutting themes on local level poverty-related impacts, gender equality, conflict contexts, and finance. These lessons will be integrated and institutionalized into UNDP's broader knowledge management and learning systems, including the Global Policy Network, Communities of Practice, and relevant policy and programming.

The present UNDP environment project information management system (PIMS+) gathers results and progress data from projects underway in over 140 countries. With project results aligned with the SDGs, there is a robust system to analyze data from the portfolio to identify implementation risks, issues and bottlenecks that require attention. many of these projects also generate primary data based on household surveys, modelling, and impact evaluation. There is great potential for this data platform to better harnessed to codify evidence-based knowledge, continuous learning and adaptive management based on on-the-ground interventions. In addition, the Sida Programme can be used to support data management and knowledge sharing as it relates to UNDP's COVID response, including a data-driven analysis of the Covid-19 crisis at the country level. For example, this support can include hands-on support to survey design, analysis, visualization and publication on the UNDP Covid-19 Socio-economic Recovery Platform, capacity building (webinars, workshops) on the use of data analysis and visualization tools, such as Tableau, ESRI etc. and exploring linkages with UNDP's Accelerator Labs to scale up capacity for data management.

To leverage this opportunity and better institutionalize UNDP's thematic knowledge management functions and learning mechanisms and processes, the Programme will be used to create a new data management portal and engage a network of new and existing staff at all levels with shared accountability and responsibilities for informing and drawing on the knowledge management system. The resultant knowledge base will be central to establishing UNDP as a stronger thought leader on what works and what does not across a wide range of environmental mainstreaming and sustainable development issues.

These knowledge management functions will also align with UNDP's new Knowledge Products Quality Assurance Policy (QAP) and supporting tools approved by UNDP's Organizational Performance Group. The new policy addresses content quality to ensure each UNDP knowledge product is justified, targeted and impactful, and geared to respond to the needs of UNDP's development clients and partners. Two complementary tools have been developed to support this policy: a knowledge products analytics tool to help gauge demand and uptake of UNDP knowledge, and a quality assessment tool to monitor implementation of the policy.

In addition, results and lessons derived from this Programme will be shared for the broader UN system and development community to strengthen integrated SD policy advisory services and programming. This includes learning on environmental mainstreaming facilitated through the UN Environmental Management Group, UNDCO, and the OECD DAC ENVIRONET and GENDERNET.

Throughout these Knowledge Management activities, visibility for the role of Sida will be ensured. This will include the engagement of Sida staff and offices at global, regional, and country levels as relevant in major meetings, events, and communications, as well as the use of Sida logos.

Sustainability and Scaling Up

National capacities will be strengthened at the country level due to the Programme's pilot country work. In each pilot CO, a dedicated effort will be made towards internal capacity building for the CO. This can include building capacities for gender, safeguards, CO management, knowledge management, data, and communications, UNCT coordination, etc. As these capacities are built and scaled up in each CO, this will strengthen the CO's ability to support national ownership as the CO works to implement programmes in

partnership with country governments. This increased capacity from the Sida Programme will enable COs to better support government counterparts on their initiatives and priorities. In particular, increased capacity in areas such as knowledge management, data, and communications can help COs scale-up ongoing projects, as all projects rely on data, knowledge sharing, and communications to implement activities and share results. The increase in CO capacity will be monitored as part of the Sida Programme's regular monitoring and evaluation (see section 5 on Monitoring and Evaluation for further details).

IV.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

To deliver maximum results with available resources, the Sida Programme will use a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with ongoing initiatives and projects that connect the dots across the GPN. For example, the programme will co-finance the salaries of new and existing staff and consultants with other sources of funding for NCE Team projects. For example, various staff and consultants will be co-financed by the ClimaSud Programme (funded by the government of Italy) and other global programmes, as well as fees generated through GEF and GCF portfolios. The Sida Programme's two administrative assistants, the procurement analyst, and the operations specialist are co-financed with the ClimaSud Programme. In addition to ensuring the more effective use of budgetary resources, these shared positions will also be used to ensure greater policy and programmatic synergies within and across the programmes and team implementing the programme.

In addition, most of the thematic and cross-cutting areas of programming addressed by the programme are already being supported by other projects funded by GEF and GCF, and other multilateral and bilateral donors including the EC, Germany, Japan, Norway, Finland, the UK, and South Korea, among others - see Annex 1 mapping of the main complementary global programmes and partnerships, including donor source and size of funding. Sida funds will be used to co-finance these programmes, as well as to fund newer areas of work including to: strengthen cross-cutting themes on multidimensional poverty, gender equality, climate sensitivity, and innovative financing; launch the new Sustainable Food and Commodity Systems Strategy; and to better target local communities with a focus on LDCs including pilot countries.

Through this Programme, UNDP will also catalyze additional resources and co-financing from traditional donors as part of broader efforts to strengthen partnerships, synergies, efficiency and effectiveness. Sida is already a core funding partner for several other UNDP projects. Indeed, this type of catalytic, resource efficient partnership building represents one of the explicit internal capacity building objectives of the programme. UNDP will also leverage private sector partnerships in similar ways as part of efforts to shift investment flows and to scale up and replicate nature-based solutions including green finance.

Project Management

The Sida Programme will be managed centrally from HQ through the NCE Team in BPPS/GPN. Given the broad scope and integrated internal and external objectives of the programme, however, it will be operationalized at HQ, regional, and country levels in close collaboration with other GPN Teams, Bureaus and Offices at all levels. The core project management team will be based in the NCE Team in New York. Some programme funds will also be managed by pilot country offices through Delegations of Authority in line with agreed pilot country work plans and budgets. Arrangements have been made for dedicated operations support, including two administrative positions and a procurement analyst based in the Regional Hub in Istanbul and an Operations Specialist in New York, all providing global programme support. As described in earlier sections, a set of defined outputs will be delivered by responsible parties, namely CIVA, Global Canopy SIWI, and GWP. For detailed information on Sida Programme project management audit arrangements, please see the Sida-UNDP Financing Agreement, attached as Annex 4.

V.   RESULTS FRAMEWORK[2]

Project title: Sida-UNDP Strategic Collaboration Programme on Environment and Climate Change   **Atlas Project Number:** 00124739   **Atlas Output Numbers:** 00119459; 00120002; 00120004; 00120005; 00120003
Intended Outcome as stated in the UNDP Strategic Plan Results and Resource Framework: Outcome 1. Advance poverty eradication in all its forms and dimensions; Outcome 2. Accelerate structural transformations for sustainable development
Applicable Output(s) from the UNDP Strategic Plan: [3],   **SP Output:** 1.1.1 Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int'l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions   **SP Output:** 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains   **SP Output:** 1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy   **SP Output:** 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth   **SP Output:** 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources[4], in line with int'l conventions and nat'l legislation   **SP Output:** 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation

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[2] This results framework may change and evolve, given the adaptive management approach the Sida Programme is designed to take. As discussed with Sida, the pilot country work planning is an iterative process and ongoing, and initial planned activities may change depending on evolving context and CO needs. By using the adaptive management approach, the Sida Programme can adjust and course correct, as necessary.

EXPECTED OUTPUTS[5]	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
Project title: Sida-UNDP Programme on Environment and Climate Change							**Atlas Project Number: 00124739**				
			Value	Year 0 (2019)	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	FINAL[6]		
Section 1: Strategic Plan Indicators[7]											
Output 1: Capacities developed across government to integrate 2030 Agenda, Paris Agreement and other int'l agreements in development plans and budgets, and to analyse progress on the SDGs using innovative data-driven solutions	*1.1* Number of countries that have development plans and budgets that integrate international agreements across the whole-of-government: a) 2030 Agenda for Sustainable Development; b)	*IRRF Data*	Number	a) 22 b) 19 c) 12	a) 30 b) 21 c) 16	a) 35 b) 27 c) 21	n/a[8].	n/a7	n/a[7]	*Data is collected from annual IRRF Report Card* *Risk: Changes in government or government priorities*

UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[3] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

[4] Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

[5] Project outputs are operationalised into Atlas ACTIVITY areas, as reflected in the Multi-Year Work Plan / Budget.

[6] Note that targets of future years will be carried over into the one project document of the Sida-UNDP Strategic Collaboration Programme on Environment and Climate Change

[7] Outputs and indicators taken directly from UNDP's Strategic Plan are included because this Programme is designed to build UNDP's capacities to deliver on these targets. Sida is aware that this Programme is one of many that are contributing to these indicators.

[8] *UNDP's Strategic Plan will be revised in 2022 – it is expected that the 2018 – 2021 Strategic Plan outputs will continue into the new Strategic Plan, although exact targets and indicators can only be determined towards the end of 2021.*

	Paris Agreement; c) Other int'l agreements[1]									*hinder policy uptake*
Output 2: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains	*2.1* Nat'l resources managed under a sustainable use, conservation, access and benefit-sharing regime: a) Area of land and marine habitat under protection (ha); b) Area of existing protected area under improved management (ha); c) Number of shared water ecosystems (fresh or marine) under cooperative management; d) Area under sustainable forest management (ha); and e) Area of land under improved sustainable land management regime (hectares)	*IRRF Data*	Number	a) 6,553,326 b) 40,121,253 c) 5,504 d) 5,045,281 e) 14,260,097	a) 10,884,546 b) 48,281,062 c) 5,604 d) 9,657,139 e) 74,781,032	a) 18,939,500 b) 103,850,118 c) 5,734 d) 13,297,751 *e)* 81,903,724	n/a[7]	n/a[7]	n/a[7]	*Data is collected from annual IRRF Report Card* *Risk: COVID-19 implications direct resources away from natural resource conservation.*

Output 3:	3.1 Number and proportion[5] of households benefitting from clean, affordable and sustainable energy access: a) Women-headed; and b) In rural areas.	IRRF Data	Number	a) 1,404,055; 77%	a) 1,890,339; 77%	a) 3,625,109; 78%	n/a[7]	n/a[7]	n/a[7]	Data is collected from annual IRRF Report Card
Solutions adopted to achieve universal access to clean, affordable and sustainable energy[9]				b) 1,175,227; 24%	b) 1,581,627; 28%	b) 2,030,081; 28%				Risk: COVID-19 implications direct resources towards supporting fossil fuel industries in an effort to limit economic disruption during global economic downturn, making it more difficult to expand access to affordable, renewable energy sources.
Output 4:	4.1 Number of countries with	IRRF Data	Number	a) 15 b) 11	a) 21 b) 17	a) 22 b) 22	n/a[7]	n/a[7]	n/a[7]	Data is collected from annual

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[9] Includes renewable energy as well as clean fuels and technology.

Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth[10]	targets[11] for low emission and climate-resilient development in: a) Development plans and strategies; b) Budgets; and c) Private sector business plans, strategies				c) 14	c) 19	c) 22				*IRRF Report Card* *Risk: Government changes result in new policies or vision.*
Output 5: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources[12], in line with int'l conventions and nat'l legislation	**5.1** Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity & ecosystems: a) Policy frameworks; b) Legal/regulatory frameworks; c) Institutional frameworks; and	IRRF Data	Number	a) 14 b) 10 c) 10 d) 6	a) 27 b) 24 c) 25 d) 23	a) 38 b) 36 c) 36 d) 33	n/a[7]	n/a[7]	n/a[7]	*Data is collected from annual IRRF Report Card* *Risk: There may be resistance to implementing a gender-sensitive agenda.*

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[10] Includes oceans and marine ecosystems, forests, biodiversity and ecosystems, land, and chemicals and waste.

[11] Includes nationally determined contributions (NDCs).

[12] Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

	d)　　　Financing frameworks									
Output 6: Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation	**6.1** Number of countries with strengthened capacities for achieving energy transformation at scale: Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy	IRRF Data	Number	14	19	21	n/a[7]	n/a[7]	n/a[7]	*Data is collected from annual IRRF Report Card* *Risks: Risk: COVID-19 implications direct resources towards supporting fossil fuel industries in an effort to limit economic disruption during global economic downturn, making it more difficult to expand access to*

									affordable, renewable energy sources.

Project title: Sida-UNDP Programme on Environment and Climate Change					Atlas Project Number: 00124739				
EXPECTED OUTPUTS[13]	**OUTPUT INDICATORS**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**				
			Value	**Year 0 (2019)**	**Year 1 (2020)**	**Year 2 (2021)**	**Year 3 (2022)**	**Year 4 (2023)**	**FINAL**[14]	**DATA COLLECTION METHODS & RISKS**
Section 2: Thematic Programme Area Indicators									
	A: Global Country Work								
Output 1: Biodiversity Global actions mobilized for increased biodiversity mainstreaming and financing	*A 1.1* Number of countries where synergies between biodiversity and climate resilient community development are demonstrated through a range of actions on human wildlife conflict mitigation and	PIMS+ Annual Project Implementation Report (PIRs)	Number	0	*0*	*2*	*4*	*5*	*5*	*Data aggregated across a range of relevant Vertical Fund projects from PIMS, in addition to data collected in the Sida*

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[13] Project outputs are operationalised into Atlas ACTIVITY areas, as reflected in the Multi-Year Work Plan / Budget.

[14] Note that targets of future years will be carried over into the one project document of the Sida-UNDP Strategic Collaboration Programme on Environment and Climate Change

			Number	0	0	2	3	3	3	
	management and/or through the creation of sustainable, local wildlife economies, with strong emphasis on clear gender and poverty reduction dividends									*annual Progress Report.* *Risk: Difficulty in demonstratin g impact of poverty reduction and gender reduction dividends*
	A 1.2 Number of campaigns for biodiversity and wildlife conservation successfully conducted in collaboration with a range of partners	Evidence of campaign and outreach								*Outreach to partners and the development of campaigns will be tracked in a campaign tracking tool in order to monitor the number of biodiversity and wildlife conservation campaigns conducted.*

									Risk: Difficulty in bringing partners on board for biodiversity and wildlife conservation campaigns.
	A 1.3 Amount of new innovative global financing mobilised in support for nature	Financial reports of financing mechanisms	US$	0	*0*	40 million	80 million	100 million	100 million	*Amount of financing mobilised will be tracked and reported on in financial reports.* *Risk: Difficulty tracking new (i.e. additional) funds mobilised for nature as a direct result of the Sida Programme.*
	B: Pilot Country Work									

			Number	0	1	3	7	8	8	*Progress reports from the pilot country COs and information from PIMS+ and PIRs will demonstrate if and how Nature Based Solutions are fully integrated across each CO's relevant projects and programmes*
	B 1.1 Number of pilot countries with Nature Based Solutions fully integrated in UNDP country projects and programmes	Pilot Country Progress Reports PIMS+ PIRs								*Risks: Whether or not pilot countries are willing to mainstream Nature Based Solutions in their projects and programmes.*
	B 1.2 Number of policy decision making tools demonstrated providing critical information for	Pilot Country Progress Reports PIMS+ PIRs	Number	0	1	2	3	4	4	*Progress reports from the pilot country COs and information*

	biodiversity, climate, and sustainable development planning and actions									*from PIMS+ and PIRs will demonstrate how many policy decision making tools provide information for biodiversity, climate, and SD planning and actions.* *Risk: Diversity of policy making tools could make data collection across a number of pilot countries difficult.*
	B 1.3 Number of pilot countries with innovative financing mechanisms established for financing for the Post 2020 Global Biodiversity	Pilot Country Progress Reports PIMS+ PIRs BIOFIN reports	Number	0	*0*	*1*	*3*	*4*	*4*	*Progress reports from the pilot country COs, information from PIMS+ and PIRs, and BIOFIN*

	Framework including fiscal reform e.g. subsidy repurposing								*reports will track financing mechanisms established for the Post 2020 Global Biodiversity Framework* *Risk: Higher transaction cost associated with Pilot Countries adopting innovative financing mechanisms, instead of proceeding with business as usual approaches, may make Pilot Country governments less willing to adopt innovative approaches.*
	A: Global country work								

Output 2: Oceans/Water Water/Ocean Governance thought leadership, thematic expertise, technical support and policy advocacy promoted and strengthened globally	*A 2.1* Number of innovative and scalable solutions to ocean challenges identified and supported in countries	Ocean Innovation Challenge Progress Reports and data base	Number	0	*0*	7	*14*	*21*	*21*	*Innovation proposals, submitted through Ocean innovation Challenge website, and their evaluation and possible awarding will be recorded in excel data sheet.* *Risk: Targets are contingent upon successful resource mobilization.*
	A 2.2 Number of countries with enhanced institutional capacities for sustainable water management	Cap-Net Monitoring, Evaluation and Learning Plan (MELP) and reports from GoAL-WaterS local/national governance support	Number	0	5	10	15	20	20	*Data collected by counting MELP change stories of practice/program implementation and policies/plans – all from the year preceding the*

										reporting year. *Risk: Targets are contingent upon successful resource mobilization. In addition, institutional change is difficult to capture in an objective manner. Further, all changes have multiple reasons from the past, and purposes relating to the future. Hence, the link to programmatic contribution is tenuous by definition.*
B: Pilot Country Work										
	B 2.1 Number of pilot countries with	Pilot Country Progress Reports	Number	0	*0*	*1*	*3*	*6*	*6*	*Data is collected*

| | freshwater and coastal resources management frameworks strengthened at local or national level | | | | | | | | | | *from pilot country COs.* *Risk: Targets are contingent upon successful resource mobilization. The strengthening of management frameworks is difficult to capture or measure in an objective manner. Further, all changes have multiple reasons from the past, and purposes relating to the future. Hence, the link to programmatic contribution is tenuous by definition* |
| | **A: Global work** | | | | | | | | | | |

			Yes/No	-	Yes	Yes	Yes	Yes	Yes	*Progress reports from UNDP's Climate Promise, NDC Support Programme, NAP-GSP, and the ROAR will demonstrate how policy advocacy and knowledge are strengthened on NDC enhancement and implementation.*
Output 3: Integrated Climate Change Work Integrated support enhanced to deliver on climate action and sustainable development outcomes	*A 3.1* Policy advocacy and knowledge strengthened on NDC enhancement and implementation, including the Climate Promise	Progress reports for Climate Promise, NDCSP, NAP-GSP, ROAR and other global programmes								*Risk: The strengthening of policy advocacy and knowledge is difficult to capture or measure in an objective manner. Further, all changes have multiple reasons from*

										the past, and purposes relating to the future. Hence, the link to programmatic contribution is tenuous by definition.
	A 3.2 Number of countries with increased capacities to integrate NDC priorities into their development plans and budgets to advance the SDG agenda	Progress reports for Climate Promise, NDCSP, NAP-GSP, and other global programmes; Strategic Plan reporting	Number	0	*15*	*20*	*25*	*30*	*30*	*Progress reports from UNDP's Climate Promise, NDC Support Programme, NAP-GSP, and Strategic Plan reporting will demonstrate country capacity to integrate NDC priorities into their development plans and budgets.* *Risk: Country governments with low*

										political will and weak pre-existing capacity may not be able to successfully mainstream NDC priorities across development plans and budgets.
B: Pilot Country Work										
		Number	0	5	6	7	8	8		*Information collected in Climate Promise progress reports from pilot countries will report on strengthened capacities.*
B 3.1 B 3.1 Number of pilot countries with data, knowledge and capacities strengthened to enhance and implement NDCs	Pilot Country Climate Promise Progress Reports;									*Risk: Pilot country governments with low political will and weak pre-existing*

										capacity may have more difficulty building capacity to enhance and implement NDCs.
			Number	0	*2*	*3*	*4*	*5*	*5*	*Information collected from Pilot Country progress reports and data from UNDP's Vertical Fund portfolio in PIMS+ will include data on feasibility studies and investment planning for climate finance for adaptation action.*
	B 3.2 Number of countries supported through feasibility studies and investment planning to access climate finance for advancing adaptation action	Pilot Country Progress Reports; PIMS+								
										Risk: Targets are contingent upon successful

											resource mobilization.
	A: Global work										
Output 4: Energy Barriers to renewable energy access removed to increase investment and access to sustainable energy for all	**A 4.1** Number of countries where de-risking Renewable Energy Investment (DREI) diagnostics are applied (DREI)	Sida Programme Annual Progress Report	Number	0	2	6	10	14	14		*Data is collected from Sida Programme annual report.* *Risk: Due to COVID-19 implications, country governments may not be willing to adopt a new De-risking tool during global economic uncertainty.*
	A 4.2 Number of countries provided with advice on carbon pricing and fossil fuel subsidy reform	Sida Programme Annual Progress Report	Number	0	2	4	6	8	8		*Data is collected from Sida Programme annual report.*

										Risk: Due to COVID-19 implications, political will to engage on carbon pricing and fossil fuel subsidy reform may be low, as countries may direct resources to stabilizing fossil fuel markets in an effort to limit economic disruption during global economic downturn
	A 4.3 Number of countries supported on design and implementation of policy de-risking and financial de-risking instruments	Sida Programme Annual Progress Report	Number	0	2	6	10	14	14	*Data is collected from Sida Programme annual report Risk: Due to COVID-19 implications, country governments may not be willing to*

										adopt a new policy de-risking or financial de-risking tools during global economic uncertainty.
B: Pilot Country Work										
B 4.1 Number of pilot countries where geospatial planning is used to support business models for last-mile electrification, which benefits local communities, including women	Pilot Country Progress Reports	Number	0	*0*	*2*	*3*	*5*	*5*		*Data is collected from Sida Programme annual report* *Risk: Countries may lack data and/or technical expertise for geospatial planning.*
B 4.2 Number of pilot countries receiving Support for DREI diagnostics and applications	Pilot Country Progress Reports	Number	0	*1*	*3*	*5*	*7*	*7*		*Data is collected from Sida Programme annual report* *Risk: Due to COVID-19 implications, country governments may not be willing to*

										receive support on a new de-risking tool during global economic uncertainty.
	Global Work									
Output 5: Food Systems Catalyses integrated solutions to address food system sustainability and resilience	*A 5.1* Number of countries with roadmap for commitments on deforestation free commodities developed with defined implementation mechanisms and financing identified	Approved Roadmap with clear implementation plan and financing	Number	0	0	2	3	4	4	*Data will be collected from Country Offices that develop roadmaps.* *Risk: COVID-19 implications direct resources away from pursuing deforestation commitments.*
	A 5.2 Number of joint food systems resilience programmes and campaigns designed and implemented with sister agencies including UNEP and	Programme and campaign reports	Number	0	1	2	3	4	4	*Programme and campaign reports will report data on the number of joint food*

	FAO, and other partners with clear linkage with the UN Food System Summit and follow ups.									*systems resilience programmes and campaigns designed and implemented with partners.* *Risk: Difficulty in bringing partners on board for joint food systems resilience programmes and campaigns.*
	A 5.3 Number of projects in the UNDP FACS portfolio strengthened to ensure they are aligned with the UNDP FACS strategy	FACS reporting	Number	0	*0*	*2*	*4*	*6*	*6*	*Progress reports from the pilot country COs, information from PIMS+ and PIRs will provide information on if pilot country COs are taking a holistic*

										approach to food systems.
										Risk: Higher transaction cost associated with Pilot Countries adopting a holistic approach to food systems, instead of proceeding with business as usual approaches, may make Pilot Country governments less willing to adopt holistic approaches.
	A 5.4 Number of farmer support system toolkits developed and rolled out, enabling farmers to adopt climate resilient and	Reporting on toolkits	Number	0	*0*	*1*	*3*	*4*	*4*	*Progress reports from the pilot country COs will report on the number of farmer*

	regenerative farming practices.										*support system toolkits rolled out.*
											Risk: Higher transaction cost associated with Pilot Countries rolling out a new toolkit, instead of proceeding with business as usual approaches, may make Pilot Country governments less willing to support the toolkit development and implementation.
	Pilot Country Work										
	B 5.1 Number of pilot countries with projects addressing food systems with a holistic approach	Pilot Country Progress Report PIMS+ PIRs	Number	0	0	2	2	4	4		*Information collected from UNDP's Vertical Fund portfolio in*

	and/or integrating agroecology principles in their strategies.								*PIMS+ and PIRs will include data on projects that integrate agroecology principles in their strategies.* *Risk: Agroecology principles are difficult measure in an objective manner. Further, the integration of agroecology principles in project strategies has reasons from the past, and purposes relating to the future. Hence, the link to programmatic contribution is tenuous by definition*

			Number	0	*0*	*2*	*3*	*4*	*4*	*Information collected from pilot country progress reports will focus on benefits to local communities.*
	B 5.2 Number of pilot countries with projects supporting active multistakeholder collaboration for food systems transformation.	Pilot Country Progress Report								*Risk: There may be resistance to implementing a gender-sensitive agenda.*
Output 6: Cross-Cutting Pilot Country Work15	**Pilot Country Work**									
Solutions for sustainable development and poverty eradication are integrated and	***6.1*** Number of pilot countries where communities are benefiting from integrated SD solutions vis a vis reduced poverty,	Pilot Country Progress Reports	Number	0	2	5	7	8	8	*Information collected from pilot country progress reports will focus on*

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15 Reporting on results in pilot countries (in addition to results in each thematic area) will be complemented by more detailed quantitative and qualitative narrative reporting for each pilot country. This will be captured in the individual pilot country work plans, where each pilot country will have a four-year work plan with associated outputs and activities. To facilitate monitoring and reporting on each pilot country work plan, each work plan will include a mini RF for each pilot country with results that are at the outcome level. This will demonstrate in practice what will be achieved on the ground in each pilot country over four years. The qualitative narrative reporting will complement this by explaining the theory of change at the country level and explaining how the Sida Programme is driving change by enabling each pilot country to be greater than the sum of its individual projects through a coordinated, integrated approach to programming at the country level.

interlinked in pilot countries across Sida Programme areas	including in ways that advance gender equality									*benefits to local communities.* *Risk: There may be resistance to implementing a gender-sensitive agenda.*
	6.2 Number of pilot countries that have received targeted training and technical advice needed to increase level of compliance with corporate SES standards	Pilot Country Progress Reports	Number	0	0	3	6	8	8	*Information collected from pilot country progress reports will include data on projects and their ability to meet corporate SES standards* *Risk: It may be difficult for pilot countries to quickly adopt corporate SES standards for relevant programming.*

	6.3 Number of pilot countries with project level grievance mechanisms established	Pilot Country Progress Reports	Number	0	0	2	3	5	5	*Information collected from pilot country progress reports will include data on project level grievance mechanisms* *Risk: It may be difficult for pilot countries to quickly adopt project level grievance mechanisms.*
	6.4 Number of pilot countries in which gender concerns are integrated into SIDA-supported programming	Pilot Country Progress Reports	Number	0	2	5	7	8	8	*Information collected from pilot country progress reports will include data on gender integration into Sida-supported programming.* *Risk: There may be*

										resistance to implementing a gender-sensitive agenda.
	6.5 Number of pilot countries in which SIDA programme is used to strengthen coordination and partnerships across new and existing UNCT programmes and policies	Pilot Country Progress Reports	Number	0	0	*2*	*3*	*5*	*5*	*Information collected from pilot country progress reports will include data on strengthened coordination and partnership building in UNCTs.* *Risk: Higher transaction cost associated with Pilot Countries taking time and resources to strengthen internal coordination,*

											, instead of proceeding with business as usual approaches, may make UNDP Pilot Country Offices less willing to devote resources to coordination and partnership building.

Project title: Sida-UNDP Programme on Environment and Climate Change			Atlas Project Number: 00124739								
Section 3: Internal Capacity Building Indicators											
EXPECTED OUTPUTS[16]	**OUTPUT INDICATORS**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**						
			Value	**Year 0 (2019)**	**Year 1 (2020)**	**Year 2 (2021)**	**Year 3 (2022)**	**Year 4 (2023)**	**Final**	**DATA COLLECTION METHODS & RISKS**	
Output 1: Strengthened cross-cutting expertise for technical assistance in place for all Programme	*1.1* New staff and consultants have been hired with a cross-cutting, integrated focus that are contributing to UNDP's work on	Sida Programme Annual Progress Report	Yes/No[17]	-	Yes	Yes	Yes	Yes	Yes	*Information collected from Sida Programme annual Progress Repor twill contain data on the status of staff and consultants hired.*	

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[16] Project outputs are operationalised into Atlas ACTIVITY areas, as reflected in the Multi-Year Work Plan / Budget.

17 UNDP will report on all yes/no indicators in more detail with qualitative assessments. This will be included in annual reporting.

Areas, gender, finance, and conflict sensitivity	natural capital, environment, climate, and energy										Risk: Delays to hiring staff and consultants may result from overburdened HR and procurement systems.
	1.2 Section 1 Indicators for Strategic Plan Outcomes 1 and 2 are on track and/or have been achieved[18]	IRRF	Yes/No	-	Yes	Yes	Yes	Yes	Yes		Data is collected from annual IRRF Report Card

Risk: Indicators may change when UNDP Strategic Plan is revised in 2022. |
| Output 2: Enhanced management and coordination across thematic programme areas at all levels | 2.1 Project Appraisal Committee meetings are conducted on a yearly basis and include a review and discussion on progress made and results for cross-cutting outputs and activities | Sida Programme Annual Progress Report | Yes/No | - | Yes | Yes | Yes | Yes | Yes | | Information collected from Sida Programme Annual Progress Report.

Risk: There is limited time to holistically discuss cross-cutting programming progress and results at Project Appraisal |

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[18] UNDP's Strategic Plan will be revised in 2022 – it is expected that the 2018 – 2021 Strategic Plan outputs will continue into the new Strategic Plan, although exact targets and indicators can only be determined towards the end of 2021. Please note, while these indicators may change, the current indicators in Section 1 are the following: 1.1 Number of countries that have development plans and budgets that integrate international agreements across the whole-of-government: a) 2030 Agenda for Sustainable Development; b) Paris Agreement; c) Other int'l agreements; 2.1 Nat'l resources managed under a sustainable use, conservation, access and benefit-sharing regime: a) Area of land and marine habitat under protection (ha); b) Area of existing protected area under improved management (ha); c) Number of shared water ecosystems (fresh or marine) under cooperative management; d) Area under sustainable forest management (ha); and e) Area of land under improved sustainable land management regime (hectares); 3.1 Number and proportion[5] of households benefitting from clean, affordable and sustainable energy access: a) Women-headed; and b) In rural areas.; 4.1 Number of countries with targets for low emission and climate-resilient development in: a) Development plans and strategies; b) Budgets; and c) Private sector business plans, strategies; 5.1 Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity & ecosystems: a) Policy frameworks; b) Legal/regulatory frameworks; c) Institutional frameworks; and d) Financing frameworks; 6.1 Number of countries with strengthened capacities for achieving energy transformation at scale: Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy.

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										Committee meetings due to competing priorities.
	2.2 New system in place to better coordinate integrated work planning across thematic areas, including new management arrangements, reporting structures, and incentive systems.	Sida Programme Annual Progress Report	Yes/No	-	Yes	Yes	Yes	*Yes*	*Yes*	*Information collected from Sida Programme Annual Progress Report.* *Risk: It may be difficult to objectively track if the new system leads to better coordination on integrated work planning.*
Output 3: Strategic partnership building is enhanced	**3.1** Number of strategic partnerships developed and/or strengthened as a result of activities under the Sida Programme, including with UN sister agencies and other international partners, public and private	Sida Programme Annual Progress Report	Number	0	2	3	5	*10*	*10*	*Information collected from Sida Programme Annual Progress Report.* *Risk: Due to COVID-19 implications, it may be difficult to build partnerships, as UN sister agencies and other partners are focused on COVID-19 response and recovery efforts.*
Output 4: Integrated policy/ programme design in line with UNDP social and environmental standards (SES), gender equality and women's empowerment principles	**4.1** Number of global and regional webinars/ training conducted on SES for UNDP staff per year	Webinar Tracking Tool	Number	0	2	6	6	*6*	*20*	*Information collected from Sida Programme Annual Progress Report* *Risk: It may be logistically difficult to find adequate time to roll out multiple webinars across regions and time zones due to the increase of already planned webinars a as a result*

										of work from home requirements due to COVID-19.
	4.2 Number of global and regional webinars/trainings conducted on gender per year	Yammer and Community of Practice Webpages	Number	0	2	4	4	*4*	*16*	*Information collected from Sida Programme Annual Progress Report* *Risk: It may be logistically difficult to find adequate time to roll out multiple webinars across regions and time zones due to the increase of already planned webinars a as a result of work from home requirements due to COVID-19.*
Output 5: Strengthened knowledge management (KM), monitoring and evaluation and continuous learning systems in place.	**5.1** KM strategy developed and implemented for KM under the Sida Programme, including knowledge generated from pilot country and broader thematic area work	Sida Programme Annual Progress Report	Yes/No	-	Yes	Yes	Yes	Yes	Yes	*Information collected from Sida Programme Annual Progress* *Risk: It may be difficult to collect knowledge generated across pilot countries and thematic areas due to the broad reach of the Sida-UNDP Programme*
	5.2 UNDP Community of Practice networks (including Poverty and Inequality, Environment and Climate Action, Energy, Gender, and SDG Integration) promote M&E, KM and lessons learned on their platforms drawing from Sida Programme	Sida Programme Annual Progress Report	Yes/No	-	Yes	Yes	Yes	Yes	Yes	*Information collected from Sida Programme Annual Progress* *Risk: It may be difficult for UNDP Community of Practice networks to aggregate M&E, KM, and lessons learned from across the Sida Programme since the Sida Programme covers a very wide range of thematic expertise*

			Number	0	1	2	3	3	9	
	5.3 Number of global and regional knowledge products developed per year that draw on lessons learned from the integrated biodiversity, water, ocean, and climate change work supported by this Programme	Sida Programme Annual Progress Report								*Information collected from Sida Programme Annual Progress* *Risk: High transaction cost of aggregating knowledge products across all of the thematic areas.*

VI.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Sida and UNDP are engaging in ongoing dialogues and consultations throughout the implementation period of this Programme to ensure that common strategic objectives and expectations are met. This dialogue includes a combination of regular formal meetings, including the annual Sida-UNDP consultation in May, as well as other formal and ad hoc discussions on the overall Programme and/or specific activities covered therein. UNDP's participation in the consultation is led by BPPS Senior Management at the ASG or Deputy ASG level and also includes relevant technical leads and managers for the Programme

There will be at least two annual review meetings of the Programme, which will take place at mutually agreed dates and include one meeting during the first half of the calendar year, coinciding with the annual Sida-UNDP consultation. The annual review meetings will review results of the activities implemented during the previous year, review progress and challenges in ongoing activities as well as the financial situation. It will include an exchange of views on major strategic issues with regard to the Programme and review of relevant evaluations. To minimize the carbon footprint the meetings will be scheduled to take place in conjunction with other meetings when possible and be virtual as far as possible. Annual workplans and budgets shall be discussed and agreed by Sida and UNDP. Submission of an annual Forwarding of Funds list stating what partners receive funds linked to Programme activities and the respective amounts received.

These consultations will be complemented by annual narrative reporting, as well as more focused technical discussions and case studies. The annual narrative report will be submitted at least three weeks prior to the consultation.

Its format will include: updates on major activities and results achieved for each programme area and cross-cutting themes including how UNDP has supported poverty alleviation through the activities under the programme areas; implementation challenges and lessons learned including on partnerships and internal capacity building efforts; any corresponding revised priorities and work plans for the subsequent year; a non-certified update on budget delivery and co-financing; and any major knowledge products produced. Because the Programme began in December 2019 with the first months constituting a start-up phase, a light progress report was submitted in May 2020, along with a consultation meeting in May. The first disbursement in 2020 is conditioned on the submission of an updated results framework that includes annual targets, outputs and indicators for internal organizational performance. The first comprehensive annual report will be submitted in April 2021 with the annual review meeting in May-June 2021.

As part of the formal report and ongoing learning-by-doing, a mid-term stock-take on results and lessons learned will be conducted in mid-2021 to feed into and inform the broader annual meetings between Sida and UNDP held in New York in October. This stock-take will allow for any adjustments to be made during the second half of Programme implementation. In addition, more detailed reporting on one or more areas such as climate change or gender, including sex-disaggregated data, will be provided as agreed to by Sida and UNDP. A range of results, case studies, lessons, and recommendations, including examples of and poverty and gender-based results for women and men, will be generated through the Knowledge Management component of the Programme. This learning and monitoring will leverage support from the Sida Environment and Climate Change Helpdesk's review of the UNDP system for

mainstreaming environment and climate change with a view to identifying strengths and weaknesses. There will final review of the programme conducted in line with expectations from Sida.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the	Annually, and at the end of the			

	results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII.   MULTI-YEAR WORK PLAN19 2021

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Biodiversity *Gender marker: GEN3*	1.1 Biodiversity Communities	546,000	933,000	883,000	863,000	UNDP	Sida	Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	3,225,000
	1.2 Biodiversity Finance	567,000	808,370	757,000	677,239	UNDP	Sida	Staff, Consultants, Contracts, Workshops, Comms, Gender, Travel	2,809,609
	1.3 Better Nature Activities	100,00022	30,000	20,000	20,000	CIVA	UNDP/Sida	Contracts, Comms, Travel	170,000
	MONITORING	In-kind	In-kind	In-kind	In-kind	UNDP			
	Sub-Total for Output 1: 6,204,609								

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19 Individual multi-year work plans will be developed for each pilot country. The work plans will focus on thematic areas and internal capacity building support, and they are expected to be in place by the end of Year 1 of the Programme. Funds from each of the thematic areas outlined in the ProDoc multi-year work plan will be dispersed to pilot COs through consolidated DoAs.

20 Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

21   Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

22 Funds to be used for Better Nature Activities on an ongoing basis over the next four years.

Output 2: Water and Oceans *Gender marker: GEN3*	2.1 Water	875,000	2,300,000	2,100,000	1,675,000	UNDP	Sida	Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	6,950,000
	2.2 Oceans	900,000	1,950,000	300,000	293,955	UNDP	Sida	Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	3,443,955
	2.3 Ocean Innovation	2,206,045 [23]				UNDP	Sida	Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	2,206,045
	MONITORING	In-kind	In-kind	In-kind	In-kind	UNDP			
	Sub-Total for Output 2: 12,600,000								
Output 3: Climate Change and Energy *Gender marker: GEN3*	3.1 NDCs	1,371,090	1,008,899	941,048	940,000	UNDP	Sida	Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	4,261,037

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[23] USD$2,206,045 million is paid separately for Ocean Innovation. This amount is treated as an advance of the present Programme. When this amount is added to the funds described in this budget table, the overall total is US$40 million. Including what has been paid for Ocean Innovation; a total of USD$5,650,000 is allocated for Marine/Ocean Governance. The percentage distribution of the budget includes the OIF Advance allocations and are applied to the broader USD$5,650,000 contribution to marine/ocean work.

	3.2 Energy							Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	2,796,484
		700,000	700,000	698,242	698,242	UNDP	Sida		
	MONITORING	In-kind	In-kind	In-kind	In-kind	UNDP			
	Sub-Total for Output 3: 7,057,521								
Output 4: Food Systems *Gender marker: GEN3*	4.1 Sustainable Food Systems							Staff, Consultants, Contracts, Workshops, KM, Comms, Gender, Travel	2,532,332
		378,270	739,662	709,700	704,700	UNDP	Sida		
	MONITORING	In-kind	In-kind	In-kind	In-kind	UNDP			
	Subtotal for Output 4: 2,532,332								
Output 5: Cross-cutting *Gender marker: GEN3*	5.1 Staff, Consultants, Reviews							Staff, Consultants (including for KM, Comms, Gender), Reviews	11,705,540
		3,344,430	3,089,130	2,635,990	2,635,990	UNDP	Sida		
	MONITORING	In-kind	In-kind	In-kind	In-kind	UNDP			
	Subtotal for Output 5: 11,705,540								
***Annual Review** (aligned with evaluation protocols)*	ANNUAL REVIEW	In-kind	In-kind	In-kind	In-kind	UNDP			
General Management Support	8% GMS (approximately: 2,962,963)								
TOTAL	40,100,000								

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

To utilize Sida support effectively it will be necessary to ensure strong management and coordination functions that will help to incentivize more consistent results-oriented dialogue within and across UNDP GPN teams including for biodiversity, water, ocean, climate, energy and linked cross-cutting themes at all levels, including gender, conflict sensitivity, and finance. Resources and activities under the Programme will require coordination and joint planning, implementation, monitoring, reporting, knowledge management learning and communication.
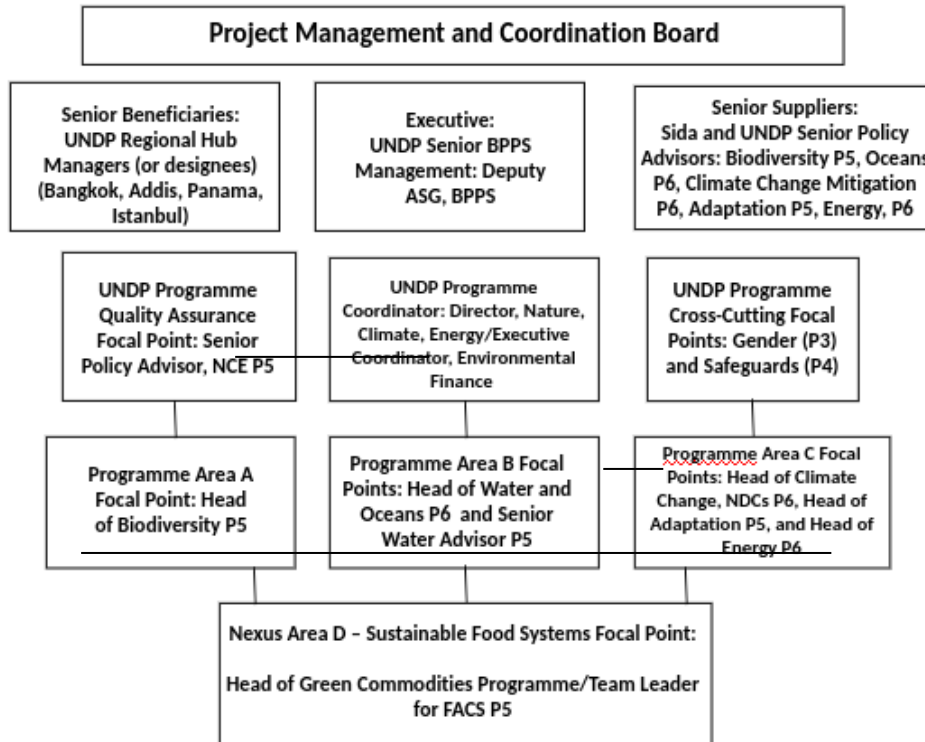
To ensure that this takes place, a Programme Management and Coordination Board and focal points have been be established under the overall supervision of the Bureau for Policy and Programme Support. The Coordination Board will comprise current global Heads of each Programme Area, as well as new staff hired with Sida funds. To ensure the perspective of each Programme Area is included in programmatic discussions and decision making, the Coordination Board will meet on a regular quarterly and ad hoc basis including through already planned GPN coordination mechanisms and teams. See diagram above for a visual representation of the Programme Management and Coordination structure.

See Annex 6 for the Project Board ToR for a description of key project board roles and responsibilities.

IX. 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 SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document 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**.**

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

   a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party,

subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

    i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

    ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Mapping of Major Complementary Donor Funding and Programmes**

2. **Risk Analysis**

3. **Social and Environmental Screening**

4. **Sida Programme on Environment and Climate Change Financing Agreement**

5. **Project Quality Assurance**

6. **ToR for Project Board**