



**Project¹ Document
United Nations Development Programme**

Project Title: Support Programme on Scaling up Climate Ambition on Land-use and Agriculture through NDCs and NAPs (SCALA)		
Countries: Argentina, Cambodia, Colombia, Costa Rica, Cote d'Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal, Thailand, Uganda	Implementing Partner: UNDP Responsible Party: FAO	Execution Modality: DIM
<p>Contribution to UNDP 2018-2021 Strategic Plan: Signature solution 4: Promote nature-based solutions for a sustainable planet</p> <p>Contributing SP Outcomes: 1: advance poverty eradication in all its forms and dimensions 2: accelerate structural transformations for sustainable development 3: strengthen resilience to shocks and crisis</p> <p>Contributing SP Outputs: 1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions. 1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis. 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 2.3.1: Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks 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, in line with international conventions and national legislation 3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery</p>		

¹ This project is referred to in the rest of the project document as “The Programme” in line with the Concept Note approved by the Donor. However, it is operationally a “project” and follows UNDP’s POPP with regards to projects. “The Programme” is used when referring to the project at the technical level but in all sections referring to its legal and operational standing, it is referred to as a “project”.

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<p>Brief Project Description:</p> <p>There is an urgent need for action to harness the land use and agriculture sectors’ potential for climate change mitigation and adaptation. Containing global warming within 1.5 degrees is not possible without the substantial contribution of the agriculture sectors; the overall estimate of emissions from Agriculture, Forestry and Other Land-use are estimated to be 21–37% of total net anthropogenic GHG emissions (IPCC, 2018a; IPCC, 2019), while the potential for carbon sequestration of afforestation, reforestation, agroforestry, soil carbon management on mineral soils, or carbon storage is also recognised (IPCC, 2019). At the same time, it is expected that the negative impacts of climate change on the productivity of crops, livestock, fisheries and forestry will become increasingly severe in all regions by 2030 due to a wide range of region-specific hazards such as sea-level rise, storm surges, landslides, floods, droughts, wildfires, and sand storms among others. Among the most vulnerable will be those who depend on agriculture for their livelihoods and income, particularly smallholders in developing countries.</p> <p>Global consensus on the actions needed to address climate change is framed under the United Nations Framework Convention on Climate Change (UNFCCC) and its Paris Agreement; this is closely linked to efforts to achieve inclusive and resilient development under the Sendai Framework for Disaster Risk Reduction (SFDRR), and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).</p> <p>Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) are the processes by which countries plan for and communicate their mitigation and adaptation goals and strategies to the global community under the UNFCCC. Agriculture is a major priority in 96% of all countries’ first cycle of NDCs. Yet, to date, there is insufficient ambition and implementation of climate action as articulated in NDCs and NAPs in land use and agriculture to significantly reduce emissions and enhance adaptive capacity. This is related to numerous barriers, including lack of ability to generate evidence and use information on system-level risks and opportunities; insufficient coordination and capacity for cross-sectoral planning and implementation, and low level of integration of NDC and NAP land use and agriculture priorities into national planning and budgeting processes. The limited amount of climate finance allocated to agriculture, forestry, and other land-use actions and weak engagement of the private sector also prevent the scaling up of climate action.</p> <p>The evidence makes clear that achieving climate-related goals in land use and agriculture will require nothing less than the transformation of food and agricultural systems. This will require shifts toward systems-level thinking to identify climate actions with transformative potential; cross-sectoral and inclusive approaches to planning</p>	

that consider the most vulnerable natural resource-dependent communities; as well as engagement with the **private sector**.

The **Support Programme on Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)** is designed to support transformative climate action in the land use and agriculture sectors to reduce GHG emissions and/or enhance removals, as well as strengthen resilience and adaptive capacity to climate change in participant countries. Its specific objective is for **countries to have translated their NDC and/or NAPs into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement**. It emphasises collaboration between the public and private sectors to drive implementation. This will be achieved through three outcomes:

- Outcome 1: Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land-use and agriculture.
- Outcome 2: Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting and monitoring.
- Outcome 3: Private sector engagement in climate action in land-use and agriculture increased.

SCALA will provide in-depth support to at least the following **12 countries in Africa, Asia and Latin America** from 2020-2025 (Argentina, Cambodia, Colombia, Costa Rica, Cote d'Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal, Thailand, and Uganda). It will also simultaneously promote sharing across a wider selection of countries through a **technical facility** set up under the programme focused on private sector engagement and public-private collaboration. SCALA's national level work is linked to global activities, which will inform global policy (especially the UNFCCC) based on national level lessons learned and good practices.

The Programme will promote **whole-of-government** approaches through purposive multi-stakeholder engagement and consultation and it will work directly with key government stakeholders in delivering Programme activities, namely Ministries of Agriculture, Environment, Finance and Planning as well as Climate Change Coordination bodies, whilst liaising with other institutions in charge of related sectors and sub-sectors. It will be **inclusive** and encourage collaboration with representatives of civil society; the private sector; research and academia.

SCALA will contribute to **women's empowerment and gender equality** across all activities including by identifying and reducing barriers to women's participation in decision making and closing the gender gap in access to and control over natural resources. It will strengthen **private sector engagement** through public-private collaboration including through building the business case for private sector engagement in climate action, addressing barriers and catalyzing private investment through public policy instruments and other climate/investment funds and promoting innovative technological and financial tools. Furthermore, SCALA will target technical and functional **capacity** gaps at the individual, organisational and enabling environment levels.

SCALA will be implemented through a **joint effort between FAO and UNDP**, building on lessons learned from the IKI-funded "**Integrating Agriculture in National Adaptation Plans Programme (NAP-Ag)**". Under the NAP-Ag programme (€15 million), UNDP and FAO supported 11 developing countries across Asia, Africa and Latin America between 2015-2020 in integrating agriculture-sector priorities into adaptation planning and budgeting and in integrating climate change concerns into agriculture planning. SCALA will tap into the technical knowledge and experience of both agencies, working through the respective Regional Offices, Regional Centers of Expertise and Country Offices in support of country programming frameworks. Both agencies have substantial global, regional and national initiatives which will be leveraged for knowledge exchange and complementary activities.

The Programme prominently contributes to the UNDP Climate Promise and wider climate offer beyond 2020, and FAO's Hand-in-Hand Initiative, while working in close collaboration with the NDC Partnership, the NAP Global Support Programme (NAP-GSP), NAP Global Network, NDC Support Programme, Green Commodities Programme, UNFCCC Paris Committee on Capacity Building, and others. Programme investments will be elaborated towards

catalyzing, complementing and forging strategic partnerships to articulate and identify synergies/complementarities with other ongoing/expected initiatives in each participating country.

SCALA recognises the evolving and increasing extent of the ongoing COVID-19 pandemic’s disruption to social and economic systems across the world, and emphasises the interconnected role of the food, agriculture and land use sectors to the fostering of greener and more resilient **recovery** in partner countries.

(1) FINANCING PLAN

BMU	21,784,356 USD
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SIGNATURES

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ACRONYMS

AFOLU	Agriculture, forestry and other land use
BMZ	Germany's Federal Ministry of Economic Cooperation and Development
BMU	Germany's Federal Ministry for Environment, Nature Conservation and Nuclear Safety
BUR	Biannual update report
CBD	Convention on Biological Diversity
CC	Climate change
CCA	Climate change adaptation
CCAFS	CGIAR Research Program on Climate Change, Agriculture and Food Security
CCC	Climate Change Commission
CCM	Climate change mitigation
CGIAR	Consultative Group on International Agricultural Research
CO	Country office
COP	Conference of Parties
CSO	Civil society organisation
DIM	UNDP's Direct Implementation Modality
DRM	Disaster risk management
DRR	Disaster risk reduction
ESIA	Environmental and social impact
ETF	Enhanced transparency framework
EU	European Union
EXACT	FAO EX-Ante Carbon balance Tool-ACT
FACS	Food and Agriculture Commodity Strategy
FAO	Food and Agriculture Organization of the United Nations
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
FAOSTAT	FAO Corporate Statistical Database
GAP	Gender Action Plan
GCF	Green Climate Fund
GDP	Gross domestic product
GEF	Global Environment Facility
GHG	Greenhouse gases
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP	Global Water Partnership
HDI	Human Development Index
IKI	International Climate Initiative
IMF	International Monetary Fund
INDC	Intended Nationally Determined Contributions
IPCC	Intergovernmental Panel on Climate Change
IRENA	International Renewable Energy Agency
KJWA	Koronivia Joint Work on Agriculture
LAC	Latin American countries
LECB	Low Emission Capacity Building Programme
LEG	Least Developed Countries Expert Group
LLDCs	Landlocked developing countries
LULUCF	Land-use, land-use change and forestry
LWPG	Lima Work Programme on Gender
M&E	Monitoring and evaluation
MoU	Memorandum of Understanding
MRV	Measurement, reporting and verification
MTR	Mid-term review
NAP	National Adaptation Plan
NAP-Ag	Integrating Agriculture in National Adaptation Plans Programme
NAP-GSP	National Adaptation Plan Global Support Programme
NDC	Nationally Determined Contributions
NDC-P	Nationally Determined Contributions Partnership

OECD	Organisation for Economic Co-operation and Development
PA	Paris Agreement
PATPA	The Partnership on Transparency in the Paris Agreement
PB	Programme Board
PCCB	Paris Committee on Capacity-building
PSE	Private sector engagement
SBI	Subsidiary Body for Implementation
SBSTA	Subsidiary Body for Scientific and Technological Advice
SCALA	Support Programme on Scaling up Climate Ambition on Land Use and Agriculture through NDCs
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SLM	Sustainable land management
TEMs	Technical expert meetings
TEP	Technical examination process
TOR	Terms of reference
TWG-P	Technical Working Group of the NDC Partnership
UK	United Kingdom
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP POPP	UNDP's Programme and Operations Policies and Procedures
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UN-OHRLSS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked
UNSMS	United Nations Security Management System
WBCSD	World Business Council for Sustainable Development
WHO	World Health Organization
WMO	World Meteorological Organization
WRI	World Resources Institute
ZUG	Zukunft – Umwelt – Gesellschaft

I. INTRODUCTION

1. Globally, an estimated 1 billion people are employed in the agriculture sector and 2.5 billion depend on it for their livelihoods (FAO, 2012). The food and agriculture industry is a significant component of the global economy. The total value added in the agriculture sector was estimated at US\$3.2 trillion and 10.39% as an average share of a country's GDP in 2018 (based on 161 countries) (World Bank, 2018a).
2. There is an urgent need for action to cope with climate-related impacts on the land use and agriculture sectors, including dependent livelihoods and food security. Greenhouse gas (GHG) emissions from agricultural production currently account for 11% of global GHG emissions and have risen 14% since 2000 (World Resources Institute (WRI, 2019). With business-as-usual activity in the agriculture sector, GHG emissions from agricultural production could increase 58% by 2050. Containing global warming within 1.5 degrees above pre-industrial levels is not possible without the substantial contribution of the agriculture sectors nor without reducing emissions from soil degradation, deforestation and other land use issues and other land use issues and preserving the carbon sequestration potential of the AFOLU sectors. When the emissions from pre-and post-production in the global food system are added to the overall estimate of emissions from agriculture, forestry and other land-use (AFOLU), the emissions are estimated to be 21–37% of total net anthropogenic GHG emissions (IPCC, 2019). At the same time, it is expected that the negative impacts of climate change on the productivity of crops, livestock, fisheries and forestry will become increasingly severe in all regions by 2030; among the most vulnerable will be those who depend on agriculture for their livelihood and income, particularly smallholders in developing countries (FAO, 2018a). Agriculture is a major priority in 96% of all countries' first cycle of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs), noting agriculture and/or land-use, land-use change and forestry (LULUCF) as a priority (Crumpler *et al.*, 2019). Despite the vulnerability of the land-use and agriculture sectors to climate change, the total amount of climate finance allocated in 2014 to AFOLU was disproportionately low at US\$6–8 billion, considering that the total amount of climate finance mobilised globally that year was US\$391 billion (World Bank, 2016).
3. This urgency of action has been recognised and established, with both UNDP and FAO committing to strong action, and technical support where possible. Under the Sustainable Development Goals (SDGs), this is a sector that impacts most, if not all SDGs. Additionally, the commitment to climate action in agriculture is reflected in the FAO's broader Strategy on Climate Change (FAO, 2017b) and Hand-in-Hand Initiative, and in UNDP's Climate Promise (UNDP, 2019a). Both FAO and UNDP have a comparative advantage in providing support, at both national and global level, including FAO's established relationships with land-use and agriculture sector ministries, technical expertise and networks and UNDP's established relations with planning and finance ministries. Financial support from Germany's Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMU) and collaboration with ongoing International Climate Initiative (IKI) funded projects will catalyse implementation at national level.
4. The disruption caused by the COVID-19 pandemic is evolving and already profound. Two major global threats, a viral pandemic and the climate crisis have converged leading to social and economic impacts across all countries. The recovery scenarios are by no means clear. However, this is an opportunity to emphasise the links between climate, economic and social dimensions, as well as biodiversity, food, land-use and agriculture aspects. The opportunities to build back better through fostering of green and more resilient pathways using the NDCs as an entry point can be seized. Both at the global level and at country level, responses will need to be tailored to safeguard and promote the NDCs as a means to support countries on the road to recovery.

II. DEVELOPMENT CHALLENGE

THE PARIS AGREEMENT AND RELATED GLOBAL FRAMEWORKS

5. The Paris Agreement on Climate Change, the first-ever universal climate deal, was agreed in December 2015 at the 21st Conference of the Parties (COP 21) to the United Nations Framework Convention on Climate Change (UNFCCC). The Agreement sets out a global action plan to put the world on track to avoid dangerous climate change, with a long-term goal of limiting global warming to well below 2°C – and ideally 1.5°C – above pre-industrial levels. It also sets a long-term goal “to increase the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production”(UNFCCC, 2020a). Under the Paris Agreement, countries have committed to prepare, communicate and maintain successive NDCs following a 5- to 10-year cycle starting in 2020 (UNFCCC, 2020b). These NDCs describe how countries intend to reduce GHG emissions and adapt to the impacts of climate change given national circumstances. The Paris Agreement, in Article 7, also encouraged countries to plan for their mid- to long-term adaptation (UNFCCC, 2016). Many of the developing countries, in particular the Least Developed Countries (LDCs), will be operationalising their climate actions detailed in NDCs through their NAPs. NAPs, established under the UNFCCC (COP 16) and the Cancun Adaptation Framework², provide a process for countries to identify medium-and long-term adaptation needs, implementing strategies and programmes.
6. The next five years are a critical period for countries to implement, revise, and enhance their NDCs. They will see the beginning of the first cycle of NDC revision in 2020, the first global stocktake, in 2023, under Article 14 which will assess whether the collective set of commitments and climate action is consistent with the Paris Agreement goals and will feed into the Paris Enhanced Transparency Framework (ETF). The 2025 NDC revision then will outline ambition for countries with a time horizon of 2030. Besides, as NDCs and NAPs gear up for implementation, climate priorities specified in them will need to be made actionable and work for all members of society, especially the most vulnerable natural resource-dependent communities.
7. The 2015 Paris Agreement referred to gender-responsive approaches, as well as to the goals of gender equality and empowerment of women. At COP 25 in 2019, countries took steps to accelerate a more gender-responsive approach to climate action by adopting a comprehensive Enhanced Lima Work Programme on Gender and its Gender Action Plan (GAP), Decision 3/CP. 25.
8. Along with the UNFCCC and its Paris Agreement, the Sendai Framework for Disaster Risk Reduction (SFDRR), and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) set the world on a pathway toward sustainable development. They set specific goals, targets and commitments that contribute to inclusive and resilient development, address the impacts of climate change and, since 2019, the additional challenge of “rebuilding better” in a post-COVID-19 context. The Convention on Biodiversity (CBD), the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGR), and the United Nations Convention to Combat Desertification (UNCCD) further ensure that biological diversity and sustainable land-use are part of sustainable development pathways.

LAND USE AND AGRICULTURE’S POTENTIAL FOR CLIMATE CHANGE MITIGATION AND ADAPTATION

9. The **land-use and agriculture sectors³ (including livestock, forestry, fisheries and aquaculture)** are emphasised as a major priority in the response to climate change; 96% of the 194 countries that had submitted NDCs as of

² FCCC/CP/2010/7/Add.1

³ The land-use and agriculture sectors refer to crop-based farming, livestock, forestry, and fisheries and aquaculture systems, including the use and management of natural resources (land and soil, water and genetic resources) and ecosystem services, as well as the surrounding social, economic and cultural dimensions.

1 March 2019 included LULUCF as a sector in their mitigation and/or adaptation contributions (Crumpler *et al.*, 2019). The latest NDC Global Outlook report also observes that agriculture is one of the sectors of greatest concern in terms of vulnerability (UNDP and UNFCCC, 2019). The status of agriculture was also elevated in the UNFCCC negotiations through the adoption of the Koronivia Joint Work on Agriculture decision (4/CP.23) in 2017, which requests the Subsidiary Body for Scientific and Technological Advice (SBSTA) and the Subsidiary Body for Implementation (SBI) to jointly address issues related to agriculture.

10. Hence there are three main reasons for addressing the land-use and agriculture sectors in the response to climate change. First, the land-use and agriculture sectors, as a source of GHG emissions and also a carbon sink, are key contributors to mitigation. When the emissions from pre-and post-production in the global food system are added to the overall estimate of emissions from AFOLU, the emissions are estimated to be 21–37% of total net anthropogenic GHG emissions (IPPC, 2019). Added to the role of AFOLU as a net sink (29% of total CO₂ emissions in 2007-2016), it is clear that the level of reductions needed to contain global warming within 1.5°C above pre-industrial levels cannot be achieved without emissions reductions in land-use and agriculture (IPCC, 2018b).
11. Second, land-use and agriculture are critical to food security, nutrition, as well as the livelihoods and income of rural populations and the overall economy of many countries. Adaptation in these sectors is crucial to safeguarding socio-economic wellbeing. Crop production and other components of the food system are already suffering from the negative impacts of increased climate variability and climate-related extremes, threatening the livelihoods of the 2.5 billion people who rely on them, especially smallholders in developing countries (around 475 million people) (FAO, 2016). The IPCC confirms that observed climate change, including increasing temperatures, changing precipitation patterns, and greater frequency of some extreme events are affecting food security (IPPC, 2019). Reducing the risks of climate-related disasters and longer-onset impacts through adaptation in the land-use and agriculture sectors can reduce vulnerability to climate change and bring about greater resilience for nearly 80% of the world's most vulnerable populations (FAO, 2017a).
12. And third, land-use and agriculture activities involve the management of natural resources including land, water, biodiversity and genetic resources. The impacts of our current food systems on land degradation and ecosystems are not yet fully assessed but land-use and agriculture sectors are the main users of land and water, and therefore they interact closely with other economic sectors that are competing for these increasingly scarce resources (Dalin and Outhwaite, 2019). In turn, sustaining these ecosystems is critical to achieving lasting food security and nutrition (Karttunen *et al.*, 2017). Adaptation in land-use and agriculture relies on biodiversity, and can contribute to, the adaptation of ecosystems.

TRANSFORMING LAND-USE AND AGRICULTURE IN LIGHT OF CLIMATE CHANGE

13. NDC priorities in these sectors tend to look at food production but not at solutions across whole food systems, ecosystems, socio-economic systems, climate systems and their impacts on, and the role of, smallholders. Broadening the approach to food and agriculture in the NDC and/or NAP cycle by assessing systems and their interlinkages captures additional solutions for reducing emissions, increases resilience of countries, and takes into account the specific vulnerability of certain groups, such as smallholders, women and indigenous peoples.
14. Complex and uncertain social, environmental and economic challenges - such as those pertaining to climate change impacts on agriculture, land-use and dependent livelihoods - require new types of thinking, solutions and innovation. **Systems thinking** looks at 'how different elements interact to form a whole or to influence other elements and systems', whilst **systems approaches** are the set of processes, methods and practices that aim for system change (Alberta CoLab, 2020; OECD, 2017b) . Systems can range from something that is easily observed (e.g. a food value chain) to highly complex (e.g. global climate system) (OECD, 2017b)). Such approaches require working across organisational boundaries, government levels and with multiple actors (OECD, 2017b).

15. A **systems-level approach to climate action in agriculture**, land-use and related food systems entails defining climate risks and solutions from a social, ecological, economic and political lens across diverse administrative boundaries and geographical limits in order to identify entry points for interventions that contribute to multiple goals (for example food security, climate resilience, income generation). As depicted in **Figure 1**, the interlinkages between the climate system, food system, ecosystems (land, water and oceans including biodiversity) and socio-economic system are complex (Mbow *et al.*, 2019).

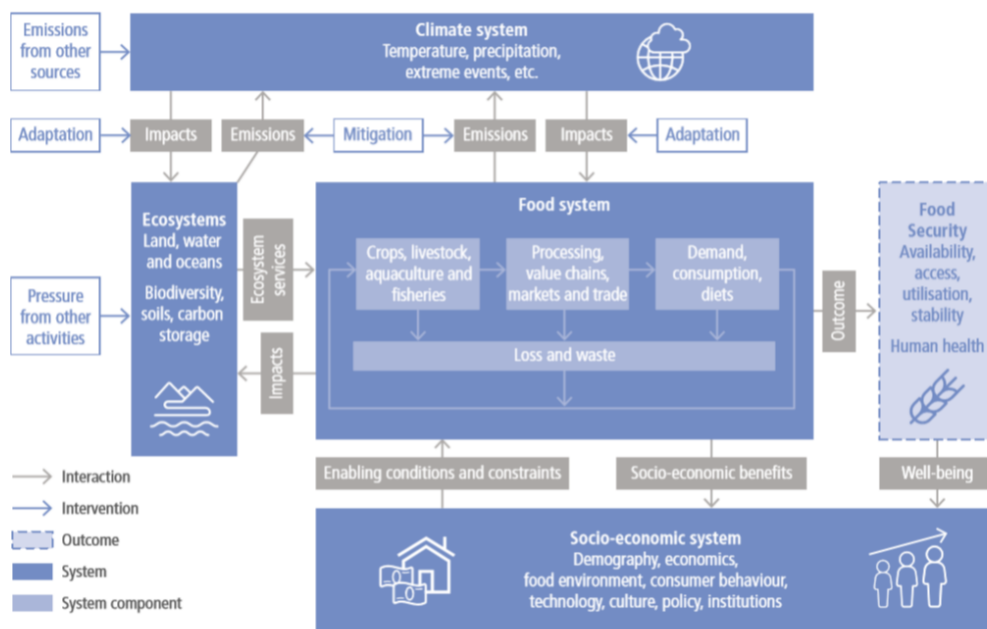


Figure 1: Interlinkages between the climate system, food system, ecosystems (land, water and oceans) and socio-economic system. Source: Mbow *et al.* (2019)

16. The evidence makes clear that achieving climate-related goals in land-use and agriculture will require nothing less than the **transformation of food and agricultural systems** (FAO, 2016). **Transformative change**⁴ is defined as “a system-wide change that requires more than technological change through consideration of social and economic factors that, with technology, can bring about rapid change at scale” (IPCC, 2018a). Transformative adaptation interventions may fulfil one or more of the following criteria: i) system-wide change or changes across more than one systems; ii) a focus on the current and medium (future) change; iii) direct questioning of the effectiveness of existing systems, social injustices and power imbalances (Lonsdale, Pringle and Turner, 2015). Equitable transformation will require giving particular attention to smallholders and socially marginalised groups, not only due to their vulnerability, but also for the knowledge, needs and insights they can contribute to climate solutions.

⁴ The terms “transformational adaptation” and “transformative adaptation” have at times been used interchangeably in the literature. Note IPCC defines transformation broadly, as well with specific reference to adaptation; whereas ‘transformational mitigation actions’ are not specifically defined or used as terminology. The IPCC defines **transformational adaptation** as adaptation that changes the fundamental attributes of a socioecological system in anticipation of climate change and its impacts, in contrast to **incremental adaptation**, which is adaptation that maintains the essence and integrity of a system or process at a given scale. Transformative change in agriculture and food systems appears to be economically and technically feasible. However, change will only come about if supported by appropriate policies, institutional frameworks and investment finance mechanisms. These enabling factors are important for agricultural development in general, but are made even more necessary by climate change. Policy frameworks need to be drastically modified to align agricultural development, food security and nutrition, and climate stability objectives.” (IPCC, 2018a)

17. Changing entire systems is challenging and time-consuming, especially in the public sector, however new practices for change can be rolled out even when larger, static core processes remain functioning (OECD, 2017b)). New practices could include, for example, focusing on a component of system – such as a **value chain** – whilst considering its linkages to broader systems; focusing on an area, such as a **landscape**, and assessing it from a systems perspective or applying a Landscape Approach; or targeting specific **innovations** in financial tools and technology. These are all examples of **transformative climate action** that SCALA aims to explore as components of broader, transformative change.
18. Agricultural **value chains** refer to the whole range of goods and services necessary for an agricultural product to move from the farm to the final customer (FAO, 2020). Transformative change encompasses modification beyond the production system – by focusing on actions in the demand and supply management side of **value chains**. It should take into account the general impacts on the climate system, land systems and socio-ecosystems, including impacts on smallholders and rural populations.
19. A **landscape** is an area defined by geographic boundaries (e.g. watershed), administrative boundaries (e.g. district) or both (FAO, 2020). A landscape encompasses a variety of land-uses/ecosystems, as well as socio-economic systems, and can thus be considered an overarching system. Climate change decisions in land use and agriculture are often narrowly made targeting specific issues such as production, but less frequently made for a whole landscape.
20. The IPCC (Smith, P. *et al.*, 2019) identifies a set of **integrated response options to climate change impacts on land-use and agriculture**, which aim to address interlinked land challenges and opportunities, namely: climate change adaptation, climate change mitigation, desertification, land degradation and food security. The options are categorised into land management; value chain management; and risk management. In addition, a set of **overarching frameworks**, which encompass several options simultaneously, are presented, including: **nature-based solutions**⁵; **agro-ecology**⁶; and **ecosystem-based adaptation**⁷. These response options are not mutually exclusive, can be implemented simultaneously, aim to address multiple challenges and to provide co-benefits (notably for sustainable development, water and biodiversity). The choice between options is context-specific and while they strive for maximising synergies, there is also potential for trade-offs and conflicts. These types of options could be prioritised within NDCs and NAPs, either as stand-alone, as part of a value chain or a landscape (as discussed above). Considering such land-use options from the perspective of a landscape or system/s, and by applying systems-level assessments, would enable maximising synergies, negotiating trade-offs and identifying co-benefits – finding transformative climate actions that deliver on multiple climate and development goals, across systems.
21. As mentioned in the introduction, the ongoing **COVID-19 pandemic** is causing disruption with evolving impacts across health, economic, social and economic dimensions. FAO is playing a role in assessing and responding to its potential impacts on people’s lives and livelihoods, global food trade, markets, food supply chains and livestock⁸. UNDP is undertaking socio-economic assessments and identifying an integrated response to COVID-19 from the health, governance, nature, climate and energy clusters. However, the impacts are still unfolding and have implications on the trajectory countries will take in order to bounce back. The enhancement of NDCs and future implementation will require consideration of the climate-economy- nature nexus as countries move into the recovery phase. The SCALA Programme, in complementarity with these broader initiatives, can contribute to FAO and UNDPs overall response by bringing a climate lens and supporting greener and resilient

⁵ **Nature-based solutions** are actions to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits (IUCN, 2016).

⁶ **Agroecology** is the integrative study of the ecology of the entire food system, encompassing ecological, economic and social dimensions. It is oriented towards the social and ecological management of agro-ecosystems based on the principles of sustainability, integrity, productivity, equity and stability (FAO, 2020).

⁷ **“Ecosystem-based approaches for adaptation, [that] may include sustainable management, conservation and restoration of ecosystems, as part of an overall adaptation strategy that takes into account the multiple social, economic and cultural co-benefits for local communities”** (UNEP, 2010).

⁸ FAO is developing policy briefs and tools to assess and respond to the pandemic: <http://www.fao.org/2019-ncov/en/>.

recovery pathways in relation to climate, agriculture and land use. These pathways will need to take into account ecosystems, health, food and agriculture, climate and economy to identify actions for transformative change.

INCLUSIVE WHOLE-OF-GOVERNMENT APPROACHES FOR TRANSFORMATIVE CHANGE

22. Traditionally, national policy, planning and implementation processes are sectoral and siloed, which can lead to overlapping or conflicting mandates. As discussed above, systems approaches that enable transformative change require collaboration across organisational boundaries, government levels and with multiple actors. Transformative climate action in the land-use and agriculture sectors will need to include cross-sectoral collaboration between, for example, Ministries of Environment; Agriculture, Forestry and Fisheries; Planning; Finance; Lands and Land-use Planning; Water and Irrigation; Energy; and Women; as well as with relevant climate change coordination bodies, technical institutes and sub-national government entities. It will also require vertical collaboration from local to national, regional and global levels. Nexus approaches have emerged as a way to pursue governance across sectors in which water, food, energy and biodiversity concerns are addressed together (Hurlbert, M. *et al.*, 2019). While this may not be straightforward to implement, countries are addressing climate challenges through inter-ministerial climate change working groups that deliberate on issues including the NDCs and their priority measures. This is an example of a shift away from a strictly sectoral approach to more **whole-of-government** policymaking in which all relevant actors collaborate.
23. The whole-of-government approach includes principles of good governance, inclusion and participation. The enabling conditions that are crucial to achieving transformative change include involvement of stakeholders, such as: civil society⁹; private sector¹⁰; research and academia. It also entails attention to governance, including adaptive governance, stakeholder engagement, and institutional facilitation (Climate Policy Initiative, 2019). In the context of SCALA, the term **inclusive** is used to refer to processes, options, assessments or practices that take into consideration and contribute to women's empowerment and gender equality, indigenous and local knowledge, youth, local communities, and typically under-represented actors.
24. The scope of change needed in land-use and agriculture to confront the challenges of climate change will require substantial efforts in **capacity development**, that is, the process through which the abilities of individuals, institutions, and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner are strengthened, adapted and maintained over time (UNDP, 2015).

GENDER GAP IN AGRICULTURE AND CLIMATE CHANGE

25. There is a **gender gap in agriculture**, which means that women often have less access to productive resources, financial capital, education and advisory services compared to men (FAO, 2011). This gender gap needs to be addressed to allow for inclusive, whole-of-government climate action in land-use and agriculture. Social norms systematically limit the options available to women, resulting in reduced agricultural productivity of women, and involving broader economic and social costs.
26. The same dynamics come into play when responding to the additional challenge of **climate change**. The impacts of climate change are more pronounced among the poor and rural women, as they rely more on ecosystems, are often heavily involved in agricultural production and the management of natural resources, whilst having limited access to land, services and decision-making processes (FAO, 2018a). The institutions and organisations

⁹ **Civil society** includes the organizations created by and/or working on behalf of specific groups to make their voices heard. The organizations vary in their degree of formality, autonomy and power and include: representatives of small food producers, consumers, workers, youth, women or indigenous peoples; humanitarian NGOs working on emergency situations or on long-term strategies; geographic, thematic, sectoral, cultural or religious organizations (FAO, 2020).

¹⁰ The term "**private sector**" covers: private individuals (including entrepreneurs, landowners, farmers, etc.); private companies (local, national and transnational) active at different stages of the food supply chain (e.g. production, storage and distribution, processing and packaging, retail and markets); commercial banks; cooperatives and other forms of organizations in the "social economy" with a private legal status; private foundations; other private organizations, institutions or federations – this category also includes publicly owned companies with a private legal status (FAO, 2020).

engaged in climate planning and actions tend to reinforce existing roles and power dynamics, meaning that women's voices may be overlooked in decision-making processes, leaving out crucial knowledge and needs when it comes to setting adaptation or mitigation priorities.

27. In NDCs and NAPs, while gender analyses may be referenced, in general, gender and women's empowerment issues are not systematically addressed. There is a risk that the translation of these plans into action will not take place in a gender-responsive way, potentially reinforcing the gender gap in agriculture. Ultimately, NDCs, NAPs and other adaptation and mitigation plans are more likely to succeed when they tackle the pervasive gender-based inequalities that currently hold back the land-use and agriculture sectors from achieving their full potential and when they build on the contributions and leadership potential of women and men.

CLIMATE FINANCE GAPS AND PRIVATE SECTOR ROLE IN ADDRESSING CLIMATE CHANGE

28. Climate finance flows averaged US\$579 billion annually as of 2018, with private actors representing approximately US\$326 billion of the share (56%), against estimated needs that range from US\$1.6 trillion to US\$3.8 trillion annually between 2016 and 2050 according to the IPCC (IPCC, 2018b). Despite the impacts of, and the vulnerability to, climate change, the total amount of climate finance allocated in 2017/2018 to agriculture, forestry, and other land-use was disproportionately small, only 24% of total grants (World Bank, 2016). Of the private finance flows, 85% was allocated to renewable energy, 14% to low-carbon transport, and under 1% to all other sub-sectors. There is therefore a major gap and opportunities for increased finance, and an opportunity for a more substantial role to be played by the private sector. While several opportunities for private investment have been identified on the mitigation side, the private sector's role in adaptation in developing countries is less understood, recognising that climate-resilience activities are often integrated into development interventions or business activities, and therefore rarely stand-alone.
29. Whole-of-government approaches to transformative climate action require the engagement of key stakeholders, notably the **private sector**. The private sector has therefore been identified as a key partner in achieving the land-use and agriculture sector goals of both the NDCs and the NAPs. The term private sector encompasses a diverse range of actors that play different roles. For example, the role of input suppliers is different to intermediate processors and downstream packaging and marketing. Local and domestic private sector organizations have different roles to play when compared to global agro-business enterprises. Each SCALA country will identify the kind of private sector actors to engage with; these may be micro, small and medium enterprises; large enterprises and multinational corporations; or capital providers and market facilitators. In some countries, substantial cohort of public sector enterprises exist in agriculture and land use sectors, and depending upon country context, these may also be identified. In addition to helping bridge the financing gap, the private sector is an important source of technical knowledge, human capital, and innovation. By working with the private sector, SCALA will be in a position to target changes at multiple entry points in the food system and other interlinked systems. Beyond management of its own exposure to climate risks, the private sector can be incentivised to invest in opportunities in land-use and agriculture with different kinds of private finance – debt, equity, insurance products – that can bridge the finance gap. NDCs and NAPs in turn are crucial vehicles to create enabling policy and regulatory environments and investment plans for increasing private sector participation in land-use and agriculture sectors for climate action. However, the private sector faces barriers to investment (legal and regulatory barriers, lack of incentives), as well as risks leading to high financing costs (supply chain, sovereign, regulatory, infrastructure and demand risks among others).
30. Stronger collaboration with the public sector to put **de-risking measures** in place and incentivise private sector investments, in particular for small-scale farming, may be some of the ways to foster transformative change. Policy de-risking instruments seek to address and remove some of the underlying barriers that are the root causes of investment risks, by utilising policy and programmatic interventions to reduce risk (UNDP, 2014). Financial de-risking measures function by transferring investment risks to public actors, such as development banks, for example through public loans and guarantees, political risk insurance and public equity co-investments (UNDP, 2014). For example, UNDP is currently developing a framework (UNDP, 2020) that will

support countries aiming to develop projects that catalyse private sector investment for adaptation programming. The framework assesses barriers and risks to private sector (SMEs in particular) investment in climate resilience and the development of new products and services; identifies public support instruments to de-risk and remove barriers to investment; and undertakes cost-benefit analysis to select a mix of instruments that maximise economic and social benefits. This framework will be used by the Programme under Outcome 3.

PARTICIPANT COUNTRIES IN THE GLOBAL PROGRAMME

31. SCALA is a global Programme that responds to countries’ requests for support to enhance NDCs and/or NAPs and foster implementation of climate actions in the land use and agriculture sectors. SCALA offers an opportunity for countries to share and learn from each other, particularly in the areas of assessing transformative climate action, resolving barriers to cross-sectoral planning on climate change, and advance the implementation of NDCs and NAPs through bankable projects and cooperation with the private sector. Beyond the twelve core countries, a global technical assistance facility under SCALA will provide targeted support to an additional set of countries on engaging with the private sector on climate solutions in land use and agriculture. The programme will coordinate with other related programmes and investments to catalyse, complement and forge strategic partnerships. Programme investments by SCALA at country level would be developed and elaborated based on national consultations to articulate and identify synergies/complementarities with other ongoing/expected initiatives.
32. Participant countries have confirmed their interest and ownership to push forward the agenda that seeks to enhance ambition and catalyse action for land-use and agriculture. A survey questionnaire was used to facilitate country-level consultations between the UNDP and FAO Country Offices, UNFCCC Focal Points and relevant lead focal points at the Ministry of Agriculture and the Ministry for the Environment. The following criteria were used to determine a good fit between country goals and SCALA’s objectives:
 - Land-use and agriculture sectors indicated as priorities in the countries’ NDCs, whether on mitigation or adaptation;
 - Countries accounted for a significant share of the land-use and agriculture sectors’ GHG emissions at the global scale;
 - High relative share of combined land-use and agriculture sectors’ GHG emissions in the countries’ total national emissions;
 - Strong private sector engagement potential;
 - Existence of capacity gaps related to the three outcomes of SCALA;
 - Official government request/expression of interest received; and
 - Potential for collaboration with existing initiatives at country level.
33. The participant countries are distributed across Latin America, Asia and Africa and include most vulnerable countries, i.e. Least Developed Countries (LDCs) and Landlocked Countries (LLCs) as well as middle income countries to foster South-South exchange.
34. Table 1 below shows a summary of key facts and figures about the participant countries, which are relevant to the SCALA Programme’s objectives:

Table 1: Key facts about participant countries

Country	Key facts
Argentina	<p>Geographic location: Southern cone of South America</p> <p>HDI Ranking (score): 48 (0.830)</p> <p>Ag value added as share of GDP: 4%</p> <p>Domestic GHG emissions share in agriculture and land-use: <i>Domestic</i> – 54.6%</p> <p>CC vulnerabilities: Agriculture, animal husbandry, fragile ecosystems, urban areas.</p> <p>Private sector: Export-oriented with well-developed value chains and links to international markets.</p>

Cambodia	<p>Geographic location: Southeast Asia HDI Ranking (score): 146 (0.581) Ag value added as share of GDP: 23% Domestic GHG emissions share in agriculture and land-use: 36.4% CC vulnerabilities: 80% of population living along the Mekong River subject to water fluctuations, rising sea levels, etc. Private sector: Developing agri-businesses require assistance in rice, sugar cane and cassava value chains sustainability enhancement. Benefits from open trade and minimal government interventions in farm output and input pricing.</p>
Colombia	<p>Geographic location: North-Western South America HDI Ranking (score): 79 (0.761) Ag value added as share of GDP: 6% Domestic GHG emissions share in agriculture and land-use: 71.3% CC vulnerabilities: Increased land degradation, water quality and agricultural production impacted, more fragile ecosystems. Private sector: Extensive presence of both national and international agri-food and agri-insurance companies. Potential for work across coffee, livestock and plantains value chains. Participated in NAP-Ag</p>
Costa Rica	<p>Geographic location: Central America HDI Ranking (score): 68 (0.794) Ag value added as share of GDP: 4.58% Domestic GHG emissions share in agriculture and land-use: 37% CC vulnerabilities: Sea level rise and vulnerabilities of low-lying coasts, storm surges, increased frequency of climate events, landslides and flooding. Private sector: Key value chains with potential include coffee, bananas, cocoa, dairy, honey, sesame, cashew nuts and coffee, with significant presence of a variety of private sector and supply chain organisations.</p>
Cote d'Ivoire	<p>Geographic location: West Africa HDI Ranking (score): 165 (0.516) Ag value added as share of GDP: 23% Domestic GHG emissions share in agriculture and land-use: 12% CC vulnerabilities: Heavy economic reliance on agriculture, in addition to continued environmental degradation and deforestation Private sector: High ranking in the World Bank's Doing Business score (11th in the African continent). Potential to work across its value chains of cocoa, yams, and rice.</p>
Egypt	<p>Geographic location: Northeast Africa HDI Ranking (score): 116 (0.700) Ag value added as share of GDP: 11% Domestic GHG emissions share in agriculture and land-use: 10% CC vulnerabilities: 97% of the population live in the Nile Valley and Delta, therefore vulnerable to the impacts of sea level rise (inundation and saltwater intrusion). Private sector: Large and fast-growing domestic market with the presence of some international agri-food companies, with potential for cold chain innovations. Target value chains are wheat, maize, and chicken.</p>
Ethiopia	<p>Geographic location: Northeast Africa HDI Ranking (score): 173 (0.470) Ag value added as share of GDP: 32% Domestic GHG emissions share in agriculture and land-use: 88.4% CC vulnerabilities: Increase in major climate-related hazards such as droughts, floods, human and livestock diseases, crop diseases and pests, hailstorms and wildfires (specific to some regions), seasonal shifts in rainfall patterns etc. The diverse agro-ecologic zones in the country demonstrate different levels of sensitivity to climate change impacts. Private sector: Large and growing domestic market, with several national companies interested in sustainability. Targeted value chains are milk, wheat, and cereals.</p>
Mongolia	<p>Geographic location: East Asia HDI Ranking (score): 92 (0.741) Ag value added as share of GDP: 10.82% Domestic GHG emissions share in agriculture and land-use: 74%</p>

	<p>CC vulnerabilities: Increase in major climate-related hazards and frequent occurrences of storms (dust storms, windstorms, thunderstorms, and snowstorms), droughts, and extended harsh winters (<i>dzuds</i>) which hamper the agricultural sector.</p> <p>Private sector: Key target value chains include livestock exports including meat, cashmere, and other byproducts (80% of agricultural production), and vegetables (potatoes).</p>
Nepal	<p>Geographic location: Southern Asia</p> <p>HDI Ranking (score): 147 (0.579)</p> <p>Ag value added as share of GDP: 27%</p> <p>Domestic GHG emissions share in agriculture and land-use: 68.9%</p> <p>CC vulnerabilities: varied topography and social vulnerability make the country particularly susceptible to geological and climate-related disasters.</p> <p>Private sector: Good Doing Business score (10th in Asia), with potential across its target value chains of vegetables, rice, and potatoes.</p> <p>Participated in NAP-Ag</p>
Senegal	<p>Geographic location: Sahelian West Africa</p> <p>HDI Ranking (score): 166 (0.514)</p> <p>Ag value added as share of GDP: 15%</p> <p>Domestic GHG emissions share in agriculture and land-use: 36%</p> <p>CC vulnerabilities: Drought, locust invasion, flooding and related health epidemics, sea-level rise, coastal erosion and its corollaries, and bush fire.</p> <p>Private sector: Large and fast-growing regional market with the presence of some international agri-food companies (subsidiaries). Good opportunities for climate insurance business and for its target value chains of rice, millet, and watermelons.</p>
Thailand	<p>Geographic location: Southeast Asia</p> <p>HDI Ranking (score): 77 (0.765)</p> <p>Ag value added as share of GDP: 9%</p> <p>Domestic GHG emissions share in agriculture and land-use: 24%</p> <p>CC vulnerabilities: Higher temperatures to affect crop yields of lowland rice culture, lychee, and rubber. Flash floods will affect mostly lowland culture such as rice, maize, and soybean. Excess rainfall to increase of occurrence of pests and diseases. Fisheries in northern Thailand will be affected by increased temperatures and changes in rainfall patterns. Livestock impacts include reduced reproduction and immunity due to heat stress.</p> <p>Private sector: High Doing Business score (3rd position in Asia). There is a presence of both national and international agri-food companies (subsidiaries) part of agricultural sustainability platforms, and especially for rice, palm oil, and maize.</p> <p>Participated in NAP-Ag</p>
Uganda	<p>Geographic location: East Africa</p> <p>HDI Ranking (score): 159 (0.528)</p> <p>Ag value added as share of GDP: 22%</p> <p>Domestic GHG emissions share in agriculture and land-use: 86%</p> <p>CC vulnerabilities: 95% of population reliant on rain-fed mixed farming for food and cash income.</p> <p>Private sector: Large and fast-growing domestic markets exist, with the presence of some international agri-food companies (subsidiaries) part of agricultural sustainability platforms, across key value chains such as beans, plantain, and grain.</p> <p>Participated in NAP-Ag</p>

Sources: UNDP (2019b) for HDI rankings; FAO (2018b) for value added of agriculture, forestry and fisheries (share of GDP, US\$, 2015 prices); Government of Nepal (2014).

For more country contexts and country-specific references, please see Annex 9.

III. STRATEGY

35. As described under Section II, there are well-established **national and international policy contexts** that inform the Programme’s design and will guide its implementation. All Programme countries prioritise land-use and agriculture sectors in their 2015 (I)NDCs and their NAPs (if existing). SCALA will support countries to assess the adequacy of their current NDC targets and means of implementation in land-use and agriculture, as part of the NDC enhancement and updating cycle (in 2020/2025) (Outcome 2). In addition to contributing to achievement of the targets set under the Paris Agreement and the UNFCCC, delivery of SCALA will also contribute to achievement of the 2030 Agenda, SFDRR and CBD.
36. SCALA is a global programme, part of the IKI portfolio of projects, which advance climate protection and biodiversity operating within the framework of various international agreements. SCALA is built on lessons learned under the IKI-funded “Integrating Agriculture in National Adaptation Plans Programme (NAP-Ag)” (€15 million)¹¹, through which UNDP and FAO supported 11 developing countries¹² across Asia, Africa and Latin America from 2015-2020, in integrating agriculture-sector priorities into adaptation planning and budgeting and integrating climate change concerns into agriculture planning. The Programme piloted a ‘whole-of-government’ and inclusive approach to planning and budgeting by fostering collaboration between Ministries of Agriculture, Environment, Finance and Planning, with research institutions and civil society organisations. This partnership established a strong foundation and a trusted relationship between the two agencies and contributed to enhanced technical and functional capacities within partner countries.
37. SCALA is implemented by UNDP in collaboration with FAO, and will tap into the technical knowledge and experience of both agencies. In-country, FAO’s established relationships with agriculture sector ministries and networks will be harnessed, as will UNDP’s established relations with planning and finance ministries. SCALA will build complementarity with global, regional and national initiatives and commitments of both agencies as shown in the Theory of Change (Figure 2, white box/blue outline), and will contribute directly to the **Climate Promise**, under which UNDP is committed to supporting 100 countries to enhance their NDCs in 2020 and the overall UNDP Climate Offer¹³. It will also work closely with FAO’s **Hand-in-Hand Initiative**, which is an innovative business model through which partners across the public, private and other sectors can work together to end poverty and hunger and build prosperity in developing countries¹⁴. SCALA will also contribute to international agreements and complementary initiatives led by other organisations (Figure 2, white box/yellow outline), including the NDC Partnership to support countries on NDC implementation and enhancement and with which FAO coordinates the Thematic Working Group (TWG) on Agriculture, Food Security and Land-use.

THEORY OF CHANGE AND APPROACH

38. SCALA’s Theory of Change (Figure 2) is based on strong evidence that transformative changes across economic, social, political and technological spheres are required for achieving the targets set forth in NDCs and NAPs, as well as the SDGs (IPBES, 2019). Transformative action is also required to ensure sustainable and resilient food and agriculture systems that move societies towards zero hunger and increase resilience to climate change (FAO, 2018c).
39. The SCALA Programme aspires to contribute to the medium- to long-term goal of **supporting transformative climate actions in the land-use and agriculture sectors that reduce GHG emissions and/or enhance removals, as well as strengthen climate risk reduction, resilience and adaptive capacity in participant countries.**

¹¹ Website: <http://www.fao.org/in-action/naps/en/>

¹² Colombia, the Gambia, Guatemala, Kenya, Nepal, the Philippines, Thailand, Uganda, Uruguay, Vietnam, and Zambia were the 11 participating countries. Their selection was the result of discussions between UNDP, FAO and the donor, as well as with UNFCCC Focal Points of these countries on the sideline of UNFCCC events.

¹³ UNDPs climate offer supports enhancement of NDCs as well as acceleration and mobilization towards NDCs implementation

¹⁴ <http://www.fao.org/news/story/en/item/1253626/icode/>

40. In terms of the Programme-specific objective, SCALA aims ***for countries to have translated their NDC and/or NAPs into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement.***
41. As shown in the **Theory of Change** (Figure 2), SCALA will achieve this objective through 3 inter-related outcomes, which create an enabling environment for translating countries' land-use and agriculture goals, identified in their NDCs and NAPs, into actionable and transformative climate solutions.
- **Outcome 1: Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land-use and agriculture.**
 - **Outcome 2: Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting and monitoring**
 - **Outcome 3: Private sector engagement in climate action in land-use and agriculture increased.**
42. The entry point for SCALA is the governance of climate change and as such, the Programme's main beneficiaries are the government stakeholders who, through implementing the Programme, will achieve enhanced capacity to implement NDC and NAP priorities in the land-use and agriculture sectors: Ministries of Environment (including water and biodiversity); Agriculture, Forestry and Fisheries; Planning; Finance; and climate change coordination units/departments. While SCALA will operate primarily at the policymaking level, emphasis will be made throughout on ensuring positive outcomes for smallholders and marginalised people who are especially vulnerable to climate change and also to some adaptation and mitigation responses (IPCC, 2014). It will also put a strong emphasis on private sector engagement. While private sector is key to this programme, broader multi-stakeholder engagement processes throughout the programme implementation are envisaged.
43. Under Outcome 1, countries will use the NDCs and NAPs as starting points for convening multi-stakeholder, systems-level reviews of planned climate actions in land-use and agriculture with the aim of identifying which options have transformative potential. These reviews will help build consensus and partnerships around the options, particularly between public and private sector actors. Academic partners will then conduct in-depth assessments of the options with transformative potential; these assessments will contribute as technical inputs to NDC revision cycles and other strategic frameworks, or serve as "pre-feasibility" studies for funding concept notes.
44. The focus of Outcome 2 is the enabling environment (political, strategic, legal and operational) for operationalising the options identified in NDCs and NAPs (and further assessed under outcome 1). Strengthening organisational capacities and whole-of-government coordination, improving measurement, reporting and verification (MRV) and monitoring and evaluation (M&E) systems, building dialogue with the private sector, and costing of proposed options are all activities that countries will carry out to strengthen the conditions for implementing NAP and NDC actions.
45. Building on the assessments and dialogues carried out under the first two outcomes, under Outcome 3 countries will catalyse implementation of NDC or NAP actions. Promotion of de-risking measures, as well as preparation of business cases and project concept notes to help leverage funding, and design of solutions that can be carried out between the public sector and multinational companies or local banks or SMEs (depending on country context) will be the main activities.
46. **Transformative and actionable activities that address climate change** and contribute to the SCALA objective will be identified based on national contexts, on a country-by-country basis within the frame of national NDC and NAP priorities. To contribute to the goal, governments, private sector actors and other partners will work together to identify actions, build partnerships and develop bankable proposals and businesses cases. However,

the implementation at scale which is not under the control of SCALA. Applying systems thinking to contribute to the identification of priorities will promote actions that are sustainable, consider co-benefits (e.g. for biodiversity conservation or disaster risk reduction) and trade-offs (e.g. between systems, stakeholders and sectors). The transformative actions may include for example, identifying adaptation or mitigation land management options in a prioritised food system or landscape; developing innovative actions around nature-based solutions, agro-ecology or ecosystem-based adaptation in a landscape; or promoting private sector partnerships for innovative climate action in value chains (in established and new commodities); using innovative financing instruments; or innovative technologies, such as blockchains.

47. Throughout the outcomes, SCALA will promote **whole-of-government** approaches through purposive multi-stakeholder engagement and consultation. This will include cross-sectoral engagement of Ministries of: Environment; Agriculture, Forestry and Fisheries; Planning; Finance; Water and Irrigation; Lands and Land-use Planning; Energy; and Women, and engagement of civil society, research and academia, and private sector. SCALA will contribute to **women's empowerment and gender equality** across all activities (see Gender Equality and Women's Empowerment Plan, Section IV). **Inclusive** approaches will be integrated throughout, e.g. via consultation with marginalised groups on their climate-related knowledge, needs, and priorities in assessments in Outcome 1. The Programme will hence seek to set up or strengthen sustainable stakeholders' engagement mechanisms and build these stakeholders' capacities to reach consensus on priorities and pathways of change in the land use and agriculture sectors.
48. The three outcomes are composed of outputs at country and global level. The country-level outputs (see blue boxes in Figure 2) encompass participatory, cross-disciplinary assessments on climate options (, Output 1. 1.); strengthening multi-stakeholder coordination (Output 2.1.); and dialogues with private sector (Output 3.1.). These country outputs are complemented by global outputs (see yellow boxes in Figure 2), which cover guidance for country action and sharing of lessons learned under SCALA at international for a (Outputs 1.2, 2.2, 3.2) Beyond the core work in the main 12 countries and the related support activities at the global level, a technical facility will support additional countries to enhance private sector engagement (Output 3.3).
49. As denoted in the TOC diagramme below (boxes on the right side), the Programme will seek synergies with other existing initiatives at national, regional and global levels. These initiatives are mapped out at global level in this project document, but country-level initiatives will be identified in the inception phase and through initial activities on stocktaking and mapping. This is to ensure that the Programme plays a catalytic role by finding the entry points to forge strategic partnership to foster change.

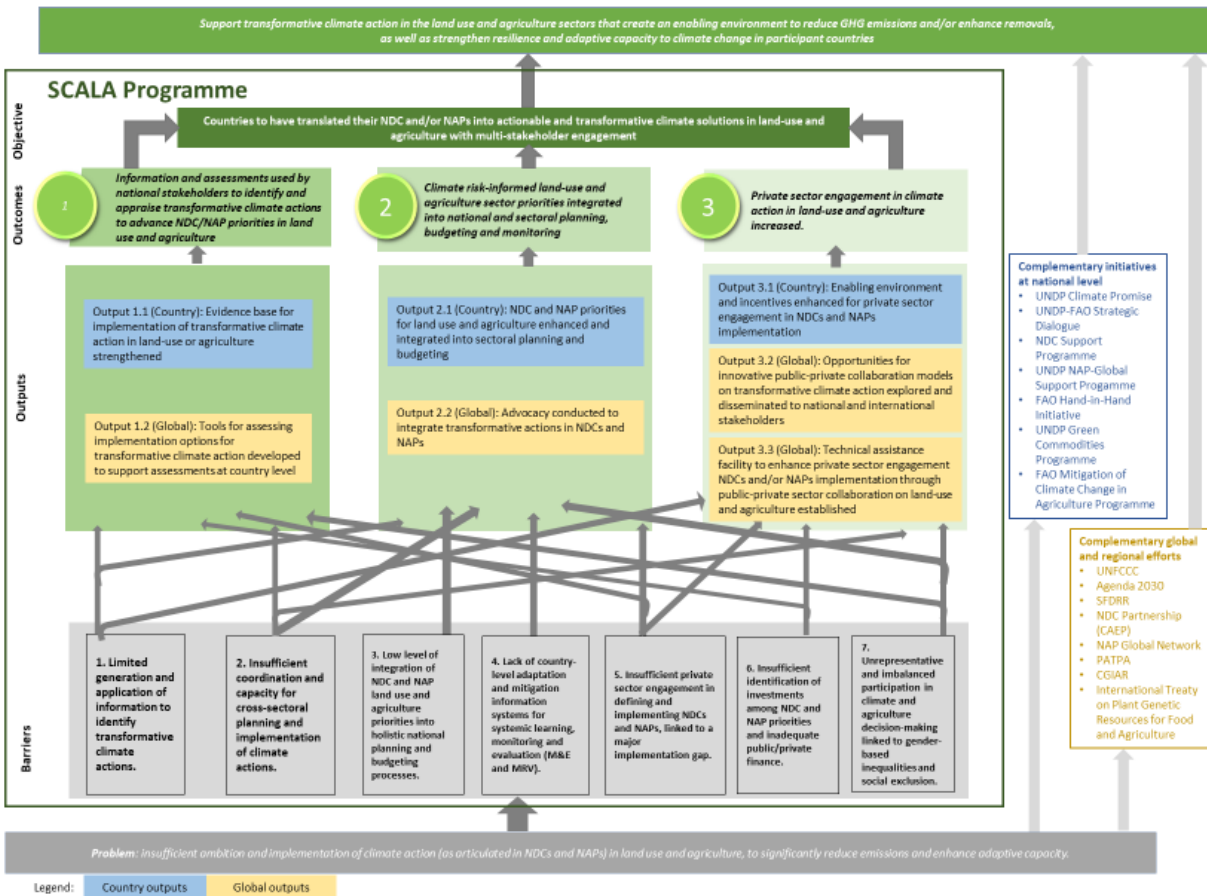


Figure 2: SCALA Theory of Change Diagram

50. SCALA will strengthen **private sector engagement** through the three Outcomes, with Outcome 3 being entirely focused on fostering partnerships between the public and private sectors through dialogues, information, and analysis of their respective roles in NDCs and NAPs. Under Outcomes 1 and 2, the private sector will be consulted during assessments and prioritisation of transformative actions. This will be done both with specific actors, e.g. SMEs and large companies, which play a key role in the prioritised transformative actions (e.g. food systems, landscapes or value chains), as well as through coalitions such as Chambers of Commerce. The Programme will apply UNDP’s Operational Framework for de-risking private sector investment which consists of 5 steps : 1) Develop the climate rationale (Outcome 1); 2) Identify and shortlist adaptation options based on research and feedback from stakeholders regarding their feasibility (Outcomes 1 , 2 and 3); 3) Conduct risk/barrier analysis and identify de-risking instruments that can remove barriers and catalyze PS investment in adaptation options (Outcome 3); 4) Develop theory of change with finalized intervention strategy (Outcome 3); 5) Select monitoring & evaluation metrics (Outcomes 2 and 3).
51. Across all outcomes, SCALA will target **technical and functional capacity gaps at the individual, organisational and enabling environment levels**. Taking inspiration from “systems leadership”, capacity development under SCALA is designed to enhance the full set of technical skills (e.g. systems-level analyses under Outcome 1), functional skills (e.g. partnering under all Outcomes), and attitude shifts that individual actors at the national level need for fostering systems-level change. Improvements in skills and attitudes at the individual level must be complemented by improvements in functioning and performance at the organisational level, including alignment among stakeholders and information sharing. Enhancing the enabling environment, through inclusive and cross-sectoral planning processes, will help reinforce capacities of individuals and organisations. This also

includes strengthening the institutional capacity by setting up or strengthening committees or other types of mechanisms to systematically engage and allow for co-design and co-creation of policies, plans and investments by the group of key stakeholders.

52. It will continue to do so through SCALA with country offices and government representatives at the start of the Programme to define the country workplans to emphasise the link of the food, agriculture and land-use sectors to planetary health and address the co-vulnerabilities of climate and health.

Barriers

53. There are several key barriers to **planning and implementing transformative climate actions in agriculture and land-use**. Addressing these barriers, therefore, is at the heart of the design of SCALA to ensure that transformative interventions are assessed, supported by a strong enabling environment and implemented with key partners to achieve climate-related goals in land-use and agriculture. How SCALA addresses these barriers under each Outcome is shown in the Theory of Change (Figure 3, grey boxes) and explained under each barrier, below.
54. **Barrier 1: Limited generation and application of information to identify transformative climate actions.** Information to understand climate risks and solutions at the systems level – meaning assessing the problem from a social, economic and ecological lens – is difficult to assess and quantify. Government users of information tend to have limited capacity and lack practical experience to apply analytical tools to utilise the available information to identify climate risks and opportunities for systems-level changes and transformative action in agriculture and land-use. When information exists, it is currently insufficiently integrated and inadequately analysed to inform decision-making. Data on risks, impacts, and opportunities is often collected, but kept in silos by different institutions, and in turn, is not consolidated into a big picture analysis. **Opportunities to integrate big data solutions through spatial analysis are often unleveraged due to limited capacities and unsustainable institutional arrangements.** Another part of the challenge is that This barrier is addressed under all Outcomes, but in particular under Outcome 1, which focuses on the generation and use of information for transformative climate action in land-use and agriculture.
55. **Barrier 2: Insufficient coordination and capacity for cross-sectoral planning and implementation of climate actions.** Planning and implementing climate actions at a systems level in the context of agriculture and land-use requires coordination across different sectors that relate to the nexus of climate change, disaster risk reduction, ecosystems, food and agriculture and the economy. This requires a concerted, coordinated effort between ministries that may otherwise not be integrated, such as Water, Commerce, Finance, Rural Development, Agriculture, and others. Limited coordination is one key gap, but where coordination exists, the capacity to plan together and prepare integrated interventions is very limited. Both governments and other stakeholders, including private sector actors and civil society organisations, may lack these capacities. Gaps in organisational-level capacity include lack of/non-functioning systems in place for assessing, prioritising, and incorporating climate change risks and impacts for agriculture and land-use planning and implementation, in addition to sharing information. There are sub-optimal processes in place for coordination and lack of mandates or incentives to work across sectors. Gaps in individual level capacities include management skills and attitudes toward collaboration. Even when capacities exist, the willingness and/or incentives to collaborate may be lacking. This barrier is addressed through the whole-of-government approach of SCALA, which cuts across all Outcomes.
56. **Barrier 3: Low level of integration of NDC and NAP land-use and agriculture priorities into holistic national planning and budgeting processes.** In many cases, national and sectoral level plans, budgets and long-term strategies do not sufficiently integrate climate-informed agriculture priorities, including those put forward in NAPs and NDCs, even though they are in many ways compatible with poverty alleviation, environmental management, prevention of deforestation, and more so now, keeping in mind the green recovery agenda for national planners. On paper, NDC implementation is already connected to the national agenda by linking NDC

targets to existing policies (UNDP and UNFCCC, 2019). In practice, there may be little political will to implement NDCs and/or NAPs due to a lack of awareness amongst politicians of the problems addressed by NDCs and/or NAPs. Lack of clearly-communicated benefits of likely investments, and how these relate to reaching goals, priorities, competing pressures, or a lack of quantification or costing of NDC targets add to the lack of incentives to integrate. There may also be cross-sectoral conflicts between ministries when implementing land-based mitigation and adaptation actions, for example between different land uses (e.g. mitigation, food security, ecosystem services and biodiversity conservation (IPCC, 2019), or over conflicting planning and land-use rights. The importance of whole-of government approaches is further called for to resolve such conflicts and negotiate trade-offs. This barrier is addressed by Outcome 2, which focuses on strengthening national and sectoral planning, budgeting and monitoring.

57. **Barrier 4: Lack of country-level adaptation and mitigation information systems for systemic learning, monitoring and evaluation (M&E and MRV).** Mitigation and adaptation actions in the land-use and agriculture sectors are particularly difficult to quantify and report due to the complexity and diversity of agriculture systems; unavailable and outdated data; low technical capacities; and weak institutional arrangements, particularly in developing countries. **The granularity required for estimating mitigation potential and monitoring emission reductions is often absent due to the lack of local emission factors and use of high-resolution imagery.** There is a consistent lack of reliable information pertaining to greenhouse gas inventories and conflicting baselines for tracking and evaluating relevant metrics for mitigation and adaptation. Without proper data, tools, and information, countries will be unable to monitor and transparently report progress on climate action in agriculture and land-use, thereby hindering evidence-based learning that informs planning and investments. This barrier is addressed under Output 2.1. in particular, and activity 2.1.2. on improving/developing MRV and M&E systems.
58. **Barrier 5: Insufficient private sector engagement in defining and implementing NDCs and NAPs linked to a major implementation gap.** Partially stemming from a perceived gap in the alignment of their objectives as well as a strong government control over agriculture as a food security issue, the private sector is not sufficiently engaged in climate action due to factors such as companies' concern about the ability of governments to create strong enabling environments, lack of political will, lack of coordination and lack of incentives (UNDP, 2019a). Public-private partnerships in agriculture are relatively new but have a potential to drive innovation (FAO, 2016b). However they face a series of barriers and risks which can be classified as market policy risks, supply chain risks, demand risks, infrastructure risks, financial risks, sovereign risks, and land risks (UNDP's Diagnostic and Financial Tool for Derisking Private Sector Engagement in Climate Risks Management, forthcoming). In addition, often, information on climate risks and how it impacts specific industries is not available. Since private sector are not involved in the definition of climate priorities at a policy level, it can lead to a lack of ownership and companies not understanding how to incorporate additional NDC- or NAP-recommended actions into their existing value chains or programs. This results in a business-as-usual expansion of high emission food and agriculture commodities and discourages the adoption of more resilient, gender-responsive and low emission value chains. It also leads to a lack of demonstratable successful partnership examples, despite many private sectors actors' interest in the triple bottom line. This barrier is addressed throughout outcomes, but in particular under Outcome 3 on increasing private sector engagement in climate action in land-use and agriculture.
59. **Barrier 6: Insufficient identification of investments among NDC and NAP priorities and inadequate public/private finance.** There is a substantial amount of work yet to be carried out in order to quantify and cost NDC and NAP priorities and to identify actionable and bankable interventions. Further, the opportunities for integrating climate change concerns into national budgeting systems or for increasing implementation by the private sector remain largely untapped. The scale of finance needed to address growing climate change impacts and mitigation targets in the land-use and agriculture sectors will require more resources from multiple sources. While access to credit for farmers is a key issue, this will not be addressed under this Programme. This barrier is addressed under Outcome 3, and in particular Activity 3.1.2 on developing project concept notes to leverage investment for transformative and inclusive action in partnership with the private sector. Outcome 1 and its assessment of transformative options also address this barrier.

60. **Barrier 7: Unrepresentative and imbalanced participation in climate and agriculture decision-making linked to gender-based inequalities and social exclusion.** Inequity is seen as a powerful barrier to climate action because it reinforces vulnerability to climate change impacts and also prohibits participation in making changes through mitigation or adaptation. Planning around NDCs and NAPs is often centralised and prepared with limited consultation of stakeholders or traditionally marginalised groups, such as women’s organisations or farmers’ organisations, reinforcing unequal power dynamics and risking not including their priorities. Low levels of engagement of vulnerable groups in the roll-out of NDCs and/or NAPs can lead to fewer of the resources or benefits reaching those groups and potentially less-relevant results. Barrier 7 is addressed through the whole-of-government, inclusive approach that SCALA promotes throughout all of its outcomes.
61. Despite the scale and breadth of the barriers described above, this is not an exhaustive list. There are many other key barriers which are beyond the remit of SCALA. Barriers identified in the preceding analysis are selected based on the scope of the programme to address them. Climate action in the agriculture and land-use sectors is influenced by several other factors and are being responded to by a host of other actors and agencies, and need to be further addressed. Legal structures and regulatory frameworks on land use and tenure, ineffective and conflicting land use policies and planning protocols, poor enforcement mechanisms even when policies are in place, the absence of understanding of role of landscape in maintaining ecosystem integrity, land tilting, the absence of deforestation free agriculture, the lack of incentive structures for maintaining watershed functions, and the lack of incentives to reverse shifting agricultural practices even if policies are in place, all have an impact on how climate ambition can be achieved. SCALA aims to focus on addressing some key foundational barriers in the planning, budgeting, and knowledge approaches, as highlighted above, which the programme understands as key to incrementally address these related barriers with the partner countries.
62. Specific country-level barriers will be assessed during the inception phase through a baseline survey and discussions with key partners.

UNDP-FAO COLLABORATION FOR SCALA

63. As already alluded to in the Introduction (paragraph 3), supporting countries under SCALA is a joint effort between FAO and UNDP. The two agencies will work through the respective Regional Offices, Regional Centers of Expertise and Country Offices in support of country programming frameworks. Both agencies have substantial global, regional and national initiatives which will be built upon for knowledge exchange and complementary activities. For example, UNDP recently developed a vision and strategy on Food and Agriculture Commodity Systems (FACS) to transform food and commodity systems into resilient, equitable, inclusive, environmentally, socially and economically sustainable systems. FAO facilitates multiple international fora (e.g. International Treaty on Plant Genetic Resources for Food and Agriculture), which provide opportunities for countries to consult, exchange knowledge and identify ways to strengthen national planning on climate, agriculture and related issues. The FAO Council Biodiversity Strategy (2019), amongst others, promotes sustainable management of biodiversity in landscapes and ecosystems; and sustainable agriculture and food systems that integrate the conservation of biodiversity throughout value chains. These types of approaches will be explored under SCALA through the systems assessments, as potential climate actions that provide co-benefits for biodiversity.
64. SCALA is built on lessons learned under the IKI-funded “Integrating Agriculture in National Adaptation Plans Programme (NAP-Ag)” (€15 million)¹⁵, through which UNDP and FAO supported 11 developing countries across Asia, Africa and Latin America from 2015-2020, in integrating agriculture-sector priorities into adaptation planning and budgeting and integrating climate change concerns into agriculture planning. The Programme piloted a ‘whole-of-government’ and inclusive approach to planning and budgeting by fostering collaboration between Ministries of Agriculture, Environment, Finance and Planning, with research institutions and civil society organisations. It built on a tested approach developed under the National Adaptation Plan Global

¹⁵ Website: <http://www.fao.org/in-action/naps/en/>

Support Programme and following UNFCCC guidance for stakeholders' engagement in the adaptation planning process through stocktaking, sensitisation and training workshops, identification of main gaps and key actions, and implementation of priority actions to advance the NAP. This partnership established a strong foundation and a trusted relationship between the two agencies and contributed to enhanced technical and functional capacities within partner countries. Four of the NAP-Ag countries will be supported through SCALA (Colombia, Nepal, Thailand and Uganda); in these countries, foundational work was carried out. However the NAP-Ag only assisted countries in carrying basic assessments to take stock of the situation (capacity and barrier assessments, stocktake of information available) and conducted sensitisation trainings on appraisal and M&E to strengthen the enabling environment for the integration of agriculture into NAP and of adaptation into the agriculture sectors. In many of the NAP-Ag countries, this resulted in the adoption of agriculture and climate change strategies but stopped short of implementation. All NAP but all have identified gaps in being able to implement NDC and NAP priorities. These gaps are reflected in the barrier analysis above, and will be addressed through SCALA.

65. As contribution to the UNDP Climate Promise, UNDP and FAO have also recently described their collaboration to support countries' NDC enhancement via a signed Memorandum of Understanding (MoU): **"UNDP-FAO Strategic Dialogue: Flagship NDC enhancement in Agriculture and Land-use."** The SCALA Programme contributes to two of the priority areas defined in the MoU of this collaboration, namely:
 - Priority Area 3: Strengthening collaboration on and supporting countries on advancing agricultural/ecosystem-based livelihood enhancement and diversification ahead of climate and disaster risks including in emergency and post-emergency contexts
 - Priority Areas 4: "NDC beyond 2020: Accelerating ambition and action in agriculture and land-use through NAPs and NDCs and contributing to 2025 NDC Enhancement
66. To ensure a whole-of-government approach, as described in paragraph 45, SCALA will work directly with key stakeholders presented in the figure below and which represent both the national and global stakeholders. These key stakeholders will be part of the mechanisms strengthened or set up by the Programme in the countries and will be engaged on a continuous basis across the three Outcomes.
67. Primary stakeholders are likely to be involved in Programme activities, but not in a continuous manner. These include, for example, other sectoral ministries, national financial institutions and indigenous people's organisations that will participate in targeted consultations. Secondary stakeholders might be involved in a single activity. Further details are provided in the Stakeholder Engagement Plan under Section IV.

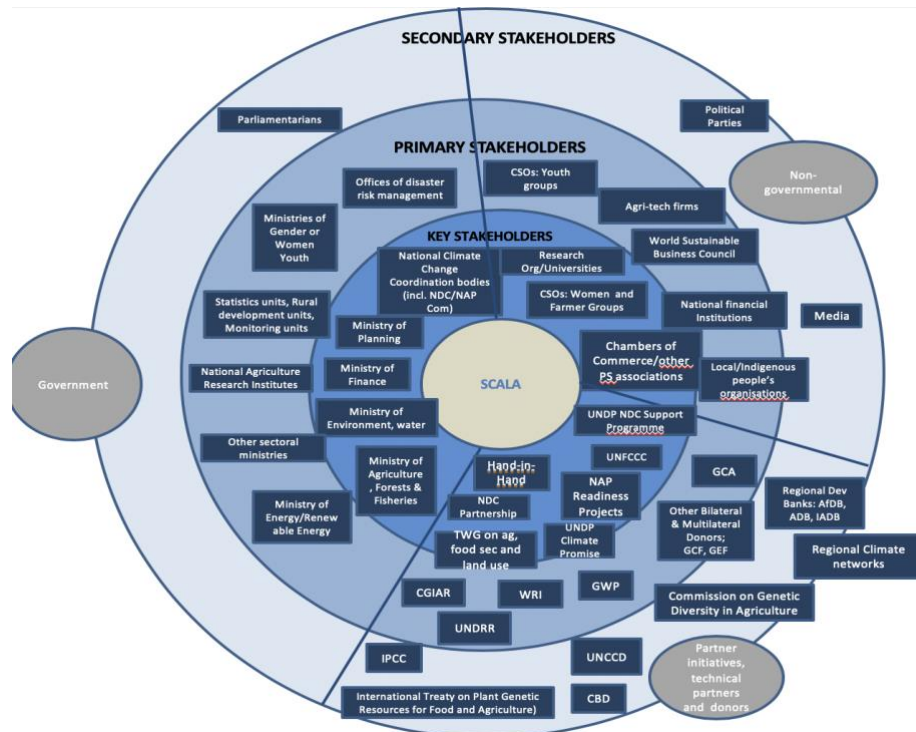


Figure 3: Mapping of SCALA Stakeholders

IV. RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

68. The Programme will support transformative climate action in the land-use and agriculture sectors¹⁶ that create an enabling environment to reduce GHG emissions and/or enhance removals, as well as strengthen resilience and adaptive capacity to climate change in participant countries. Its specific objective is to assist countries to translate their NDC and/or NAPs into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement. At the end of the Programme, it will aim to have achieved the following targets:
- Twelve (12) countries have identified and appraised transformative climate actions required on land-use and agriculture by applying systems-level risks assessment tools to the NDCs and NAPs;
 - Twelve (12) countries have adopted whole-of-government, participatory approaches to translate their NDC and NAP agriculture and land-use priorities for implementation and tracking through domestic plans, policies, budgets, and monitoring systems;
 - Twelve (12) countries adopt public-private collaboration models to implement transformative or innovative land-use or agriculture priority climate action.
69. All three outcomes of SCALA will be implemented jointly by country and global teams. The outcomes and their corresponding outputs and activities have been designed to allow for flexibility so they can be customised for national contexts and countries choosing their priorities of action. The Programme thus offers a range of technical support and services to be harnessed and deployed by FAO and UNDP (in collaboration with their networks and partners). The country teams will lead on delivering one output per outcome (outputs 1.1, 2.1, and 3.1) with technical support from the global team. The global team will lead on a separate set of outputs (outputs 1.2, 2.2, 3.2 and 3.3). Activities will be refined during the first six months of Programme implementation, as countries take stock of existing initiatives and further identify their needs to define their individual workplans and a global work plan is prepared. UNDP and FAO will build on the assessments conducted by the Country Offices on the socio-economic impacts of COVID-19 and the effects on Programmes delivery to design the workplans.

Outcome 1: Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land use and agriculture

70. This outcome will strengthen the capacities of governments to select adaptation and mitigation solutions with the strongest transformative and inclusive potential in land-use and agriculture. As a first step, it will do so by providing technical capacity assistance and a matrix for countries to review an NDC and/or NAP, as endorsed in 2015 or updated in 2020, and engaging key stakeholders, including research and academic institutions, civil society and the private sector. This would allow the key decision-makers and other stakeholders to zero in on priorities related to land-use and agriculture and select a specific landscape, food system, or related systems impacted by climate change, and taking COVID-19 impacts and countries' recovery plans into account. A second step will be to conduct or complement existing comprehensive systems-level assessments to generate the evidence base required to understand if solutions are transformative and inclusive and make these solutions actionable. These will also be undertaken in a participatory manner to ensure that the main issues concerning, for example, smallholders, women and vulnerable populations are addressed by these solutions. Finally, best practices emerging from developing capacity and assessments will be drawn and disseminated to other participant countries and the wider climate community to support other countries in building their evidence base (Output 1.1).

71. These country activities will be supported by tools and user material developed at the global level and tailored to the country contexts (Output 1.2). Outputs of this Outcome 1 will serve as a basis for the development of business cases and project concept notes under Outcome 3.
72. Close coordination with the NDC Partnership, the UNDP Climate Promise, and other related NDC and NAP initiatives will be required to ensure complementarities with other development partners' support and ongoing initiatives. Government priorities outlined in their national development plans, land-use and agriculture strategies, SDGs and DRR strategies, and their information base will also need to be reviewed.

Output 1.1. Evidence base for implementation of transformative climate action in land-use or agriculture strengthened

73. This set of activities will ensure that the evidence base for the selection and implementation of climate solutions as proposed in NDCs and/or NAPs is available and usable by decision and policymakers, as well as the private sector, in land-use and agriculture. This evidence base will focus on landscape, food or related systems and can address issues such as water resources and biodiversity. It will aim to develop information that can strengthen climate responses towards sustainable sourcing, improving food processing and retailing, improving cropland management, reducing wastage to benefit all value chain actors, including smallholder farmers and rural populations. This will also include actions to increase market development and private sector opportunities to ensure transformative climate action for countries heavily reliant on these commodities for their economies. Similarly, by assessing risks and planning for a landscape as a whole through a landscape approach, policy and practice for multiple land-uses are integrated, to ensure equitable and sustainable use of land while strengthening measures to mitigate and adapt to climate change (McGarigal, undated). These assessments will consider social, environment and human rights issues to ensure that priorities emerging from those do not promote actions that they may negative social and environmental impacts nor infringe on the human rights of local communities.
74. By partnering with local actors in each country, it would aim to be context-specific, participatory and carried out primarily by specialists in the country and complement existing assessments. Participant countries will benefit from the global expertise and resources made available through Output 1.2. Deliverables under each activity are indicative and will be defined under each country's workplan.
75. The key targets to be achieved as a result of this set of activities are:
 - 12 (1 in each participant country) assessments of transformative climate actions in landscape, food, or related systems identified through NDC and/or NAPs reviews and assessed through multi-stakeholder consultations.

To achieve this, the following activities will be undertaken:

Activity 1.1.1: Conduct participatory technical reviews of NDCs and/or NAPs to identify priority land-use and agriculture actions with transformative and systems-change potential

76. This activity aims to support ministries responsible for climate change, land-use and agriculture, and other climate-vulnerable sectors, to review NDCs and/or NAPs to identify climate solutions in land-use and agriculture that could contribute to changes across social, economic and environmental systems. It will support representatives of the institutions to work together with civil society including, farmers' organisations and women's groups, and the private sector as part of the committees or other types of structures set up under Activity 2.1.1. It will draw on technical expertise and resources developed by the global Programme team, including the matrix developed as part of Activity 1.2.2 (below).
77. It could include:
 - Consultations based on the latest NDC and NAP and related adaptation plans with stakeholders identified and brought together under Activity 2.1.1. (key ministries - Environment; Agriculture,

- Forestry and Fisheries; Planning; Finance; Water and Irrigation; Lands and Land-use Planning; Energy; and Women; Climate Change Coordination Bodies; as well as private sector and other key stakeholders from civil society such as farmers' organisations, women's groups and other vulnerable groups);
- Organisation of a workshop with application of the review matrix to zero in on adaptation and mitigation options with transformative and inclusive potential (as being developed in Activity 1.2.2) with multi-stakeholder participation. This would also need to include discussions on COVID-19 impacts and the country's green and recovery pathways;
- Drafting and validation of a report presenting the results of the review and recommendations of solutions to take forward for in-depth assessments.

78. The deliverables of this activity will serve as a basis for the selection of partners under Activity 1.1.2 and the assessments to be conducted under Activity 1.1.3.

Activity 1.1.2: Conduct participatory systems-level assessments to define evidence-based transformative and inclusive implementation options

79. This activity will aim to strengthen the evidence base related to climate solutions identified under Activity 1.1.1. It will do so by increasing the role of local universities and research institutes, as well as that of national meteorological offices and ministries in charge of statistics. This will enable information to be made available and shared on land, agriculture, water, biodiversity (including conserving, using and exchanging genetic material for climate change adaptation), spatial data, environmental economics, renewable energy, agriculture, gender, and other topics identified as relevant for the priorities identified under Activity 1.1.1. This evidence base will include climate information and risk and vulnerability analyses, projected socio-economic impacts of climate change, cost-benefit analyses, and financial analyses, which are required for the development of business cases and project concept notes under Outcome 3. The tools will be selected amongst those already in use in the country or already developed by FAO, UNDP and for which guidance will be developed under Output 1.2, or those developed by other actors. These will be chosen in line with country needs and priorities and could include a combination of value chain analysis, landscape analysis, gender analysis, cost-benefit analysis, as well as spatial analysis among others. They will be complementary to the existing evidence base and aim to contribute to current or planned priorities identified by the government.

80. It could include:

- Review of the existing evidence base available at country level in ministries, research institutions and through programmes and projects and assess gaps;
- Develop a protocol for conducting and sharing multi-disciplinary research on topics linked to land-use and agriculture in the NDCs and/or NAPs to establish a stronger science-policy interface and scale up existing research;
- Drafting of terms of reference to define the scope of assessment(s), including the choice of a value chain, landscape, part of a food system or related system. They would also identify the key civil society and private sector stakeholders both at national level for the selected systems, and in the geographical area of relevance, and the roles and responsibilities of each actor. A consultancy firm may be recruited to conduct the assessment;
- Selection of tools to be applied, such as landscape analysis or value chain analysis, and sensitisation of those actors through an inception workshop;
- Conducting and validation of the assessment(s) with regular consultations of key stakeholders with a list of transformative and inclusive climate solutions, including for example nature-based solutions and innovative finance and technologies. The solutions proposed should be scanned by gender and social inclusion experts and if required by external social and environmental safeguards experts;
- Drafting of lessons learnt and dissemination of results.

81. By applying a systems-level analysis, governments and other actors, such as the private sector, would get information allowing them to refine their development priorities beyond the usual value chains, commodities,

or more broadly, the traditional livelihoods strategies they rely on. This activity would hence contribute to Outputs 2.1 and 3.1. These assessments will be participatory and inclusive. In addition to relying on the committee or consultative group set up under Activity 2.1.1., it will also ensure the consultation of other relevant groups specific to the areas of interest and which are usually under-represented, such as farmers' organisations, women's groups and youth. Private sector actors will also be strongly involved to ensure that the information generated is relevant for their business. It will also aim to incorporate their concerns as best possible to address the issue of inequity in policy decision making.

Output 1.2. Tools for assessing implementation options for transformative climate action developed to support assessments at country level

82. This set of activities aims to assist participant countries in undertaking their reviews and assessments under Output 1.1. It will ensure that relevant tools for assessing and appraising implementation options for transformative and innovative climate change action are identified, compiled, adapted, and when required, produced, which will also directly contribute to the development of concept notes and business cases under Outcome 3. User instructions and guidance will be prepared and disseminated.

83. The key targets to be achieved as a result of this set of activities are:

- At least 3 tools and accompanying guidance documents produced and/or adapted for NAP-NDC review, integration or systems-level assessments

To achieve this, the following activities will be undertaken:

Activity 1.2.1: Compile, adapt, and produce tools for the technical reviews of NDCs and/or NAPs, systems-level assessments and other related analytical tools

84. Through this activity, the Programme will engage partners (including global and regional research centres) to compile and develop a set of harmonised analytical tools for participant countries to conduct their activities under Output 1.1. It will consolidate existing tools **and spatial data** for assessing and appraising climate change actions including tools to analyse value chains, water management, landscape approaches and identify transformative pathways. This includes tools and approaches that were disseminated and adapted to the agricultural sectors in the first phase of the NAP-Ag Programme such as cost-benefit analysis, impact evaluation, gender-analysis, as well as the Toolkit for Value Chain Analysis and Market Development Integrating Climate Resilience and Gender Responsiveness. It will also improve upon existing tools such as the [FAO EX-Ante Carbon balance Tool-ACT \(EXACT\)](#), including EXACT VC and EXACT biodiversity; ; [Global Livestock Environmental Assessment Model-Interactive \(GLEAM-i\)](#), [Earth Map, Collect Earth](#); FAO [Modelling System for Agricultural Impacts of Climate Change \(MOSAICC\)](#), the [GBEP Sustainability Indicators for Bioenergy](#) and others including the use of Geographic Information System (GIS) for spatial analysis. Depending on country priorities, expertise and related analytical approaches would be consolidated and, if needed, improved.

85. It could include:

- Design of a matrix for identifying land-use and agriculture actions of NDCs and NAPs that meet country needs and have transformative potential, based on environmental, economic and social sustainability criteria. The matrix will help direct countries with the steps needed to strategically identify these transformative and inclusive solutions;
- Identification and compilation of existing tools across teams at UNDP and FAO by liaising with global task and thematic teams, as well as tools developed by other partners (GIZ, CCAFS, CGIAR, GWP and other relevant technical organisations and private sector actors);
- Adaptation and/or production of new tools based on needs and gaps in tools for participant countries, if required, especially around value chain analysis and landscape analysis.

86. Deliverables under this activity will be supported by user instructions and technical guidance developed under Activity 1.2.2. The compilation, adaptation, and production of such tools is crucial in addressing capacity and information gaps in sectoral ministries and will enable the application of a systems-level approach for climate action in the land-use and agriculture sectors.

Activity 1.2.2: Develop user-guidance material and disseminate tools and best practices

87. This activity will aim to make the tools which were compiled, adapted and/or produced under Activity 1.2.1 available and usable by participant countries and their stakeholders. It would develop the capacity of participant countries to conduct these assessments under Output 1.1, as well as disseminate them to other countries and technical partners interested in applying those.

88. It could include:

- Development of user instructions for up to three tools;
- Preparation of webinars and short briefing notes on the tools;
- Organisation of trainings of trainers (virtual or on the side-line of other events);
- Drafting of best practice case studies to draw and disseminate lessons learnt on the application of systems-level assessment tools through web articles, webinars and other events.

89. Deliverables under this activity will be applied under Output 1.1 and would also feed into Output 2.2 on the global advocacy on NDCs and NAPs.

Outcome 2: Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting and monitoring

90. This outcome will build on the priorities and options identified, and for which the evidence base will have been developed, under Outcome 1. It will aim to integrate these into government processes related to agriculture and land-use and foster systems-level change. To do so, it will strengthen whole-of-government processes by contributing to breaking silos and engaging all relevant sectors across ministries, as well as key stakeholders in civil society and the private sector. This would be done in a continuous manner by strengthening or setting up coordination mechanisms. This will also include assessing actual investments and gaps for the implementation of the national and sectoral plans and improving MRV systems and contributing to the development of M&E systems for adaptation, which are two important aspects of NDC and/or NAP implementation. It will in turn support the revision of NDCs and/or NAPs and other adaptation planning documents by enhancing the land-use and agriculture priorities and the transparency framework in the countries (Output 2.1). This will enable an integrated, cross-sectoral and inclusive approach to decision making for these sectors.

91. The country-level work will be supported by the global Programme team, who will draw from this to conduct global advocacy to advance the NDCs and NAPs agenda and the integration of land-use and agriculture issues in the climate agenda, and countries' development priorities for both Programme and non-Programme countries (Output 2.2).

92. This outcome will build organisational capacities of key SCALA stakeholders by leveraging the achievements of the first phase of the NAP-Ag Programme, including on gender mainstreaming, as well as that of other projects and programmes across UNDP and FAO, such as the UNDP Green Commodity Programme work on systems-leadership, the UNDP Climate Finance Network (previously Governance of Climate Finance) and FAO Hand-in-Hand Initiative. It will work closely with the NDC Partnership both at country and global level, and with the UNFCCC Secretariat, to identify synergies and contribute to global and national efforts on realising and monitor progress towards the implementation of the Paris Agreement.

Output 2.1. NDC and NAP priorities for land-use and agriculture enhanced and integrated into sectoral planning and budgeting

93. This set of activities aims to develop the organisational capacity of participant countries to integrate the priorities identified in the NDCs and/or NAPs into their national and sectoral planning processes by fostering a whole-of-government approach. It will be conducted in close partnership with ministries responsible for land-use, agriculture, climate change, planning and budgeting, and other sectoral ministries, offices in charge of DRR, as well as civil society and private sector actors. This will help them effectively plan, budget, and monitor the implementation of transformative climate solutions through participatory multi-stakeholder processes. It will consist of identifying a set of key government and civil society actors above and supporting a coordination mechanism for their continuous engagement. The activities will also consist of sensitising on NDC and NAP land and agriculture priorities (individual capacity), identifying entry points for their integration, including the solutions assessed in Outcome 1, and revising policies, plans and budgets to reflect these priorities. Through an iterative process, the subsequent NDC and/or NAPs of the countries will integrate the priorities identified under the Programme. Deliverables under each activity are indicative and will be defined under each country's workplan.
94. One main aspect will be strengthening the engagement of representatives of the most vulnerable groups such as farmers' organisations, with a specific focus on smallholders, and under-represented groups such as women's groups, youth and indigenous peoples, in those decision-making processes, including in the NDC and/or NAP committees. The private sector, including small and medium enterprises, will also be targeted. This will help strengthen the relevance and inclusion of key issues for these groups in the countries' international climate commitments and domestic sectoral plans and budgetary decisions. This will also be to ensure that priorities selected are reviewed to avoid negative social and environmental impacts. If risks are deemed highly significant, external social and environmental safeguards experts may be called upon to review plans and policies.
95. Participant countries will benefit from the global expertise and resources made available through Output 2.2. Deliverables under each activity are indicative and will be defined under each country's workplan.
96. Key targets to be achieved as a result of this set of activities are:
- At least 12 ministries (1 in each participant countries) have adopted sectoral plans and/or budget submissions that incorporate NAP and NDC land-use and agriculture priorities
 - At least 12 (1 in each participant countries) MRV and/or M&E systems are improved or developed at national and/or sectoral level for monitoring and reporting on mitigation and/or adaptation in land-use and agriculture
 - At least 12 (1 per country) NDCs and/or NAPs enhanced with updated land-use and agriculture priorities

To achieve this, the following activities will be undertaken:

Activity 2.1.1: Strengthen multi-stakeholder coordination and institutional capacities for the integration of NDC and/or NAPs' priorities on land-use and agriculture in policies, plans and budgets

97. This activity will focus on integrating priorities identified in the NDCs and NAP as they relate to land-use and agriculture and the transformative climate solutions assessed in Outcome 1 in the planning and budgeting processes of the participant countries. This will require identifying and addressing capacity gaps as they relate to political will, lack of awareness and understanding of climate-related land-use and agriculture issues, lack of or ineffective coordination mechanisms, non-inclusive decision-making processes. It will build on the work of the NDC partnership, the TWG-P, the NAP-Ag Programme and the NAP-GSP in taking stock of capacities, status of climate change adaptation (CCA) mainstreaming and gaps to advance adaptation planning, as well as that of other UNDP and FAO Programmes.
98. Indeed, delivering on the Programme's objectives will require moving from silos towards integrated and cross-sectoral approaches to policy and planning that aim to maximise synergies and negotiate trade-offs, including between ministries of agriculture, environment, water and irrigation, lands and land-use planning,

gender/women's affairs, planning and finance. This whole-of-government approach will therefore rely in part on multi-stakeholders' engagement mechanism through NDC and/or NAP committees, or other systems decided by the Government, to engage these stakeholders and build consensus around risk-informed and transformative climate solutions throughout programme implementation. It will necessitate new working and thinking methods, including systems leadership, to facilitate coordination among these government stakeholders and between them and civil society actors, which SCALA will undertake in cooperation with the Green Commodity Programme in selected countries. A strong emphasis will be put on engaging private sector actors, which complements activities under Outcome 3.

99. It could include:

- Identification of barriers in the enabling environment for systems-level changes in land-use and agriculture practices, including due to the COVID19 pandemic and its impacts;
- Mapping of stakeholders of relevant ministries, civil society, private sector and academia and their roles;
- Organisation of trainings of key stakeholders as they relate to mainstreaming, planning and budgeting;
- Organisation of trainings of key stakeholders on systems-leadership to build skills and acquire techniques and tools to transform systems (such as new ways convening different stakeholders, or adaptive management), and collaboration across sectors and a variety of actors, especially the private sector;
- Organisation of mentoring initiatives for representatives and coalitions of farmers' organisations, indigenous people's organisations, youth organisations and women's organisations along the particular landscapes or value chains assessed under Outcome 1 to effectively participate in NDC and/or NAP related processes;
- Estimating costs of priority actions appraised under Outcome 1 and contributing to investment plans;
- Conducting a climate public or private expenditure review relevant to agriculture and land-use sectors,
- Setting up a climate budget tagging system in related ministries or departments such as in agriculture, forestry, water or land-use and in coordination with Ministries of Finance;
- Review and revision of strategic, policy or planning documents in the land-use and agricultural sectors, including land-use policy and planning and countries' responses to COVID 19, to harmonise and align them with NDC and/or NAP and other climate related commitments.

100. Deliverables under this activity will contribute to Output 1.1 with regards to stakeholders' participation and to Activity 2.1.3 through the iterative identification of priorities that could be reflected in the NDCs and/or NAPs.

Activity 2.1.2: Improve/develop MRV and M&E systems at national and/or sectoral level for monitoring and reporting in regard to mitigation and/or adaptation in land-use and agriculture, including collection of gender disaggregated data

101. This activity will focus on working with participant countries to monitor the implementation and achievement of their NDCs, NAPs and the underlying policies that support them, by strengthening their MRV and M&E systems and report on progress toward mitigation and adaptation targets at domestic and international levels. This will assist countries in reporting towards the UNFCCC primarily, as well as the SFDRR, the 2030 Agenda and the CBD. Participant countries will receive support to enhance their institutional and technical capacity for establishing and/or enhancing national MRV and M&E systems, in line with the Enhanced Transparency Framework (ETF) of the Paris Agreement requirements, and improving reporting of relevant mitigation and adaptation actions in the land-use and agriculture sectors. It will draw upon tools and methodologies developed by FAO and UNDP as well as other key technical partners and closely work with the NDC Partnership to help track national and global progress on NDCs. **This workstream will draw upon innovate solutions to accessing and applying high-spatial resolution data for the assessment, monitoring and reporting of mitigation and adaptation in the land-use and agriculture sectors.** Countries could strive to strengthen their overall MRV and M&E systems for climate-related land-use and agriculture actions, but could also choose to focus on the actions identified under Output 1.1.

102. It could include:

- Organisation of trainings of selected country officials on using MRV tools and enhancing domestic GHG inventory systems, in line with ETF requirements, for Agriculture, Forestry and Other Land-use (AFOLU) sector;
- Organisation of trainings in selected countries on tools **and methods for tracking NDC implementation and achievement in the land-use and agriculture sectors on CCA and CCM**;
- Establishment of baselines for climate change mitigation (CCM) and/or CCA solutions identified under Output 1.1
- Definition of tailored guidance tools and metrics for the M&E of adaptation in land-use and agriculture, starting with the climate solutions identified under Output 1.1
- Calculating estimates (ex-ante) of GHG reductions and removals from land-use and agriculture management practices;
- Alignment with other M&E systems such as SDGs, SFDRR's Reduction Indicator C-2 on reducing direct agricultural loss attributed to climate related events, and CBD;
- Design of national M&E frameworks for monitoring the process of implementation and evaluating the impacts of adaptation actions, including data and indicators on underrepresented groups (e.g. sex- and age disaggregated data and indicators of participation, access and distribution of benefits).

103. Deliverables under this activity will contribute to Activity 2.1.1 as they will assist in closing the feedback loop to provide this important information for the refinement of the iterative planning and budgeting processes, as well as to Activity 2.1.3 for the revision of NDCs and/or NAPs and Output 3.1 by providing metrics on climate solutions and inform private sector and financiers' decisions.

Activity 2.1.3: Enhance NDCs and/or NAPs by integrating transformative and inclusive land-use and agriculture priorities

104. This activity aims to inform the next iteration of participant countries' NDCs and/or NAPs. It will do so by building on the stronger evidence base developed under Outcome 1, the stronger political will and societal engagement on climate risk-informed planning and alignment with other national development priorities under Activity 2.1.1 and 2.1.2., as well as the identification of opportunities for private sector engagement under Outcome 3. This will contribute to the iterative approach set up under the UNFCCC, whereby Parties submit their NDCs and/or NAPs to guide their national efforts, while the implementation of climate actions will feed back into their next submissions.

105. It could include:

- Organisation of multi-stakeholder workshops and consultations in view of NDCs' revision and priorities in the land-use and agriculture sectors;
- Organisation of multi-stakeholder workshops and consultations in view of sectoral NAPs or overall NAPs in relation to the land-use and agriculture sectors;
- Undertaking specific studies required in addition to those undertaken under Output 1.1, other activities under Output 2.1, and under Output 3, such as socio-economic impact analysis, updating of emissions data, gender analysis, costing, etc.

106. Deliverables under this activity will inform Activity 2.2.2 on the global advocacy and knowledge sharing, as well as Outcome 3 to ensure the alignment of Programme activities with the updated Government priorities.

Output 2.2. Advocacy conducted to integrate transformative actions in NDCs and NAPs

107. This set of activities will focus on the provision of technical and functional capacity support to countries on their whole-of-government integration process and on strengthening the organisations' thought leadership on climate risk-informed land-use and agriculture action. It will do so by extracting, analysing and disseminating knowledge stemming from the implementation of the Programme across countries and contributing to global

advocacy on climate-related land-use and agriculture issues. This will feed into the UNFCCC transparency framework and reporting cycles by informing the regular revision of NDCs and NAPs submissions.

108. The key targets to be achieved as a result of this set of activities are:

- Up to 5 guidelines on the integration of land-use/agriculture into government policy, planning, budgeting and M&E/MRV, developed and disseminated
- At least 10 reports, thematic briefs, submissions to UNFCCC, PPTs and case studies on the integration of land-use and agriculture into NDCs and NAPs published and disseminated

To achieve this, the following activities will be undertaken:

Activity 2.2.1: Produce and disseminate guidance/toolkit to support national capacities to integrate land-use and agriculture into government policy, planning, budgeting, and MRV/M&E systems

109. This activity will consist of assessing existing material and producing guidance/toolkit under Output 2.1. This technical and functional guidance could include topics such as systems-leadership and multi-stakeholder engagement, budgetary integration for the land-use and agriculture sectors, GHG accounting, MRV and M&E for the land-use and agriculture sectors, gender-responsive approaches to planning and other topics as required. The Programme will also contribute to global task teams across UNDP and FAO, such as the UNDP Climate Promise and Climate Change task team, to support multi-thematic engagement on NDCs and/or NAPs which include CCA, DRR, forestry, mitigation, nature-based solutions, poverty, and transparency approaches. It will work closely with existing Programmes which have developed such tools, such as the UNDP GCP and the Climate Finance Network.

110. It could include:

- Development and monitoring of a capacity development strategy;
- Review and assessment of existing guidance on relevant topics under Output 2.1;
- Identification and deployment of additional expertise required by countries under Output 2.1;
- Production of additional guidance material in up to 5 topics based on requests and needs. These could be guidelines, technical briefs, compilation of material;
- Organisation of webinars and other virtual training events.

111. Deliverables under this activity will support countries under Output 2.1 and will also contribute to the global advocacy and knowledge sharing under Activity 2.2.2.

Activity 2.2.2: Contribute to the global advocacy and knowledge sharing on NDC, NAPs, and transformative actions for land-use and agriculture

112. This activity will include the production and dissemination of knowledge products which capture lessons learned under the Programme for both other countries in the Programme and the wider development and CCA community. Broader relevant topics for climate risk-informed land-use and agriculture will also be researched, including on what COVID-19 recovery plans and stimulus packages could include with regards to these sectors. The Programme will also aim to inform processes related to the global goal on adaptation as part of the global stocktake under the Paris Agreement. This will contribute to the global advocacy on transformative action for land-use and agriculture and foster South-South learning opportunities. The knowledge products will be produced in a timely manner with regards to regional and global advocacy opportunities (around the NAP Expo, intersessional meetings and COP of the UNFCCC, Adaptation Future, etc.).

113. It could include:

- Design and creation of the Programme webpages on the FAO and UNDP web-portals;
- Developing a knowledge management strategy;

- Production of a global report on climate risk-informed measures in the land use and agriculture sectors to support rural development and livelihoods in the context of COVID 19 responses.
- Production of two global reviews (every 2 years) on the status of and recommendations to improve the land-use and agriculture components of NDCs and/or NAPs;
- Participation in global dialogues on implementation of NDCs and/or NAPs by liaising with key partners (NDC Partnership, various UNFCCC bodies (LEG, TEP – A, TEM, Adaptation Committee, Consultative Group of experts, Koronivia Working Group), other UN agencies, and technical partners such as the NAP Global Network, the Global Water Partnership;
- Production of thematic briefs, country cases, PPTs to draw and disseminate the lessons learnt from the Programme;
- Organisation of peer-to-peer learning and knowledge-sharing events (virtual and on the side-lines of other conferences).

114. Deliverables under this activity will draw from the thematic lessons learnt and case studies under other activities across the three outcomes.

Activity 2.2.3: Support an additional set of countries to incorporate land-use and agriculture sector into national climate related goals and enhance their NDCs and/or NAPs

115. This activity will support countries outside of the Programme that may require more limited and time-bound support to enhance their NDCs and/or NAPs and could benefit from the Programme’s tools and learnings upon specific requests received through the global advocacy work under Activity 2.2.2. It will be complementary to the UNDP Climate Promise and the UNDP NDC Support Programme and will closely coordinate with the NDC Partnership to complement the Climate Action Enhancement Package and NAP Global Network Country Support Hub specifically on land use and agriculture.

116. Through this activity, identified and interested target countries (additional to the SCALA countries) will be approached to receive technical and functional assistance for enhancing the agriculture and land-use related priorities in their NDC and NAP revisions for 2025. This will be done through a pool of experts who will provide targeted and timely assistance, such as through studies and technical trainings on topics related to land-use and agriculture, building on lessons learned and expertise from the remaining activities of the SCALA Programme.

117. It could include:

- Review of country requests and liaison with countries to prepare terms of reference to identify and tailor expert support;
- Deploying the support in country.

Outcome 3: Private sector engagement in climate action in land-use and agriculture increased

118. This outcome will support the acceleration of climate action in the land-use and agriculture sectors by mobilising private sector partnerships for scaling up adaptation and mitigation priorities in the land-use and agriculture sectors. At country level, it will seek to address the lack of incentives for private sector investment and weaknesses in the enabling environment for private sector engagement by strengthening the partnerships between ministries and institutions in charge of small and medium enterprises, agricultural credit institutions, Chambers of Commerce, as well as global consumer goods companies and commodity traders, to scale up transformative and inclusive climate solutions identified under Outcome 1. Recognising the resource constraints that are faced by both the private and public sectors, this set of activities will aim not only to identify climate-induced risks and business opportunities for the private sector, building on the climate rationale and assessments conducted under Outcome 1 and priorities adopted under Outcome 3, but ultimately to improve climate resilient farming practices overall to increase agricultural productivity, and incomes for female and male smallholder farmers. It will therefore also contribute to the development of costed implementation and

financing plans and the land-use and agriculture sectors' actions in NDCs and NAPs, and support countries in preparing concept notes for 1-2 priority transformative and inclusive actions.

119. At global level, guidance on private sector engagement in NDCs and NAPs will be developed based on experience and best practices from countries, as well as research on innovative climate solutions regarding technologies, financial instruments and others. This work will build on existing Programmes such as the UNDP [Green Commodity Programme](#) and the FAO's [Scaling up Agroecology Initiative](#), as well as best practices from other initiatives, especially those funded by IKI. Systems-leadership approaches will be promoted to foster systemic changes in the collaboration between public and private sector actors.

Output 3.1: Enabling environment and incentives enhanced for private sector engagement in NDCs and NAPs implementation

120. With the appropriate partners in each participant country, this set of activities will focus on enabling private sector engagement and the collaboration between public and private actors through the identification of barriers and incentives and the co-formulation of concept notes to mobilise resources to implement the solutions developed and adopted under Outcomes 1 and 2. Deliverables under each activity are indicative and will be defined under each country's workplan.

121. The key targets to be achieved as a result of this set of activities are:

- 12 (1 per country) de-risking strategies validated by existing institutional coalitions of public and private sector actors
- 12 (1 per country) project/Programme concept notes for transformative and inclusive climate action with public private partnerships developed

To achieve this, the following activities will be undertaken:

Activity 3.1.1: Identify policy and financial de-risking measures and business opportunities

122. This activity will aim to enhance the public sector's engagement with the private sector on climate issues in land-use and agriculture. The key private sector actors will be identified based on country priorities but may include: multinational and major food sector companies at national level, input suppliers (seed companies, irrigation equipment manufacturers), coalitions of businesses and their representatives (Chambers of Commerce, alliances and platforms on specific commodities, commodity boards, national cooperatives, seed companies, water boards, irrigation manufacturers), as well as representatives of micro and small enterprises, farmers' organisations, start-up companies and others, including the financial service and telecommunications companies. They will be selected on the basis of their role in the value chains or the landscape for which climate solutions will be assessed under Outcome 1. This activity will also build on Activity 2.1.1 and work with the multi-stakeholders' coordination mechanisms in place. A key aspect of this activity will be to work together with those actors to identify policy and financial de-risking measures which can be taken up by public sector agencies and others, to create a more attractive environment for companies to take actions. These would help remove barriers and reduce risks that hinder private sector engagement as discussed under barrier 5.

123. This will be supplemented with the existing networks that UNDP & FAO have on the ground to engage with these actors, for example, through the [UN Global Compact's](#) national level chapters. UNDP will also engage its national level [Accelerator Labs](#) and private sector engagement specialists, who have existing relationships with members of such companies. Countries will benefit from a variety of tools that exist across the two agencies, including the "UNDP Operational Framework for Derisking Private Sector Engagement in Climate Change Adaptation" which provides a step-by-step approach to identify risks and appraise economic costs of climate solutions, in order to define measures needed to de-risk private sector investments on CCA.

124. It could include:

- Identification of key private sector actors, especially those who are, or with potential to become “climate change champions”;
- Analysis of key business models and production practices around climate solutions appraised under Outcome 1 and to discuss optimal provision breakdown between the public and private sectors to drive sustainable agriculture at scale in alignment with NDC/NAP and dissemination of targeted products towards private sector actors;
- Organisation of dialogues and workshops, using systems-leadership/systems-change approaches wherever possible, bringing together producers (actors in different parts of the value chain – including wealthier and poorer) and consumers, for all stakeholders to discuss and identify risks and barriers, and co-create solutions to address those to catalyse private sector investment, including innovative ones as researched under Activity 3.1.2;
- Formulating multi-stakeholder partnership agreements to capture commitments and monitor action;
- Formulation of a de-risking strategy outlining opportunities for investment, incubation and policy cooperation with de-risking instruments (including fiscal, policy and legal ones), accompanied by a roadmap with timeline and responsibilities.

125. Deliverables under this activity will feed into Output 2.1 as certain measures may be integrated into the sectors planning and budgeting and into the revised NDCs and/or NAPs, as well as into Activity 3.1.2 where actions could be included in the concept notes.

Activity 3.1.2: Develop project concept notes to leverage investment for transformative and inclusive action in partnership with the private sector

126. This activity will focus on developing concept notes to leverage significant investments for transformative and inclusive action. While the notes will not primarily be targeted for funding by private sector donors, they should include a public-private partnership element, building on Activity 3.1.1. These concept notes, which will encapsulate the formulation of new project ideas and proposals, can be submitted to different funding partners and opportunities (such as public and private climate funds, foundations, government allocations, impact investment funds, private investment funds, corporate social giving vehicles, etc) , and thus reflect an important first step in the commitment and intention of government and private sector actors to implement different actions in the agriculture and land-use sectors. They will use the evidence base and pre-feasibility assessments developed through Output 1.1 on the selected commodities and value chains or landscape and will include economic and financial assessments of the proposed options. If other relevant programming is under way in the participant countries, the Programme will seek to identify entry points, complement these initiatives to maximise resources and opportunities to scale up. This information would also contribute to Government’s investment plans and financing strategies in land-use and agriculture and/or climate change, and the endorsement or acceptance of a concept note by the funding partners can then lead to a full project proposal development process to enable implementation. If concept notes are to be submitted, they will be reviewed by external social and environment safeguards experts.

127. It could include:

- Review of government priority programmes and projects planned or under development;
- Organisation of consultations to agree on focus of the concept notes, design theories of change on options identified under 3.1.1 and bringing smaller and larger producers as well as consumers to the table;
- Conduct of cost-benefit and financial analyses of the options;
- Selection of monitoring & evaluation metrics
- Development and screening of project ideas as concept notes by external social and environment safeguards experts before submission for funding;
- Provision of inputs into agricultural and land-use investment plans and climate change strategies.

128. Deliverables under this input will feed into Output 2.1 as they could provide concrete actionable solutions to include in plans, budgets, and NDCs and/NAPs.

Output 3.2: Opportunities for innovative public-private collaboration models on transformative climate action explored and disseminated to national and international stakeholders

129. This set of activities will aim both to strengthen the technical guidance to support participant countries in engaging in NDCs and NAPs and to produce new knowledge on innovative solutions with private sector engagement potential. In doing so, the Programme will work closely with firms with strong and proven expertise in engaging the private sector on climate change and sustainability issues, as well as other UNDP and FAO initiatives such as the UNDP Innovation Labs and other teams driving innovation. This will build on the findings identified under Output 3.1, such as the partnership agreements, de-risking measures, and business models and opportunities. Relationships with selected partners identified through engagement and workshops in Output 3.1 will be leveraged here to enhance dissemination of the guidelines and knowledge products, invite suitable inputs upon, and amplify success stories.

130. The key targets to be achieved as a result of this set of activities are:

- 1 guideline produced on private sector engagement in NDCs and/or NAPs
- At least 5 knowledge products disseminated on transformative and/or innovative climate action with private sector engagement

To achieve this, the following activities will be undertaken:

Activity 3.2.1: Produce and disseminate guidance to support national capacities in engaging the private sector on NDCs and/or NAPs

131. This activity will focus on identifying private sector entry points and interests on NDCs at global level, and on collaborating with a number of agriculture and food companies around the value chains and landscapes and climate solutions identified and assessed under Outcome 1. This activity will work on identifying companies with sustainability and gender equality/women's empowerment focused initiatives/interest and develop knowledge products with them. By working closely with the UN Global Compact and other existing partnerships and coalitions to identify key partners, and building on existing partnerships that FAO & UNDP have with companies and private sector organisations, a wider net can be cast for interested parties who have demonstrated their interest and commitment. Material will also be researched and compiled to prepare targeted guidance to participating countries. This includes the UNDP's operational framework for derisking private sector engagement which approach has been adopted under SCALA.

132. It could include:

- Drafting of an analysis of private sector's main entry points in NDCs and NAPs as they relate to land-use and agriculture;
- Production of a technical brief to guide countries in engaging private sector on those issues;
- Identification of a few collaborating coalitions or companies based on existing partnerships with UNDP and FAO, their roles in the value chains and landscapes and their interest in climate action;
- Development of advisory products for these companies around greening their businesses and making them more inclusive, aligning with SDGs, etc;
- Organisation of a series of webinars on private sector engagement on NDCs and NAPs.

133. Deliverables under this activity will contribute to the work at country-level under Output 3.1 as well as contribute to the global advocacy under Output 2.2.

Activity 3.2.2: Produce and disseminate technical briefs for private sector engagement on transformative and/or innovative climate action

134. This activity will focus on researching and promoting new knowledge on climate solutions with a strong transformative or innovative and private sector engagement potential around the selected value chains and landscapes. These would deal with technologies, finance, or new ways of collaborating, such as blockchains, weather index insurance, and impact investments. Indeed, innovations in financial tools and technology can provide new means for countries to achieve change and reach climate goals in the land-use and agriculture sectors. In the financial sector, impact investments in agriculture have started to gain interest and relevance in recent years, surpassing investments in other sectors, providing opportunities for impact investments, green bonds, climate risk insurance, and responsible finance platforms (GIIN, 2018) In the technology sectors, innovations in information and communication technologies, as well as in blockchains, are showing promising results for piloting and eventual scaling up of these innovative technologies.

135. Through initiating contact and exploratory conversations with innovative companies, it will also seek to elevate actions which are achieving sizeable results. It will look for case studies, academic research, and initiatives within and outside of the development and climate change arena and prepare concise technical briefs tailored to the private sector as well as understandable by public policy makers.

136. It could include:

- Scanning of innovative solutions around the selected value chains and landscapes;
- Research (through desk review and interviews with relevant actors);
- Drafting and dissemination of technical briefs;
- Organisation of a hackathon.

137. Deliverables under this activity will contribute to Activities 3.1.1 and 3.1.2 to inform the dialogues and concept notes.

Output 3.3. Technical assistance facility to enhance private sector engagement in NDCs and/or NAPs implementation through public-private sector collaboration on land use and agriculture established

138. This technical assistance facility will extend the assistance and the tools and knowledge developed through SCALA to an additional set of countries, besides the 12 SCALA countries, upon specific requests. This will be similar to the NAP Global Support Programme. It will be complementary to the UNDP Climate Promise and the UNDP NDC Support Programme and will closely coordinate with the NDC Partnership and its Climate Action Enhancement Package, and the NAP GN Country Hub Support. This set of activities will also focus on strengthening the dialogue and collaboration between public and private sector actors, identifying opportunities and building the business case for private sector engagement in climate action, addressing barriers and catalyzing private investment through public policy instruments and other climate/investment funds and promoting innovative technological and financial tools. It will also seek to develop thought leadership and knowledge generation across the participant countries, both at a local and global level. It will also build on the results of Outputs 3.1 and 3.2 to promote collaboration, identification of committed corporate partners, and other actors.

139. The target to be achieved as a result of this set of activities are:

- At least 12 countries have enhanced their public-private collaboration mechanisms and/or identified innovative opportunities for private sector engagement on climate action

To achieve this, the following activities will be undertaken:

Activity 3.3.1: Support target countries to strengthen dialogues with the private sector, identify and address barriers in the enabling environment and develop public-private partnerships for climate ambition and solutions in land use and agriculture

140. Through this activity, identified and interested target countries (additional to the SCALA countries) will be receive technical and functional assistance based on country requests for enhancing the public-private engagement in NDC and NAP implementation in the area of agriculture and land-use related priorities including addressing the targets set under the NDC.

141. This activity will draw from the tools and lessons learnt from the SCALA Programme countries under all outcomes.

142. The TA facility will work through deploying a pool of national and international vetted experts who will provide targeted and timely assistance, such as through studies, technical trainings, consultations, concept note development, analysis, and delivery support on topics related to land-use and agriculture, building on lessons learned and expertise from the ongoing activities of the SCALA Programme. This will include:

- Development and dissemination of material to promote the service offer on public-private collaboration and private sector engagement in identifying, designing and implementing climate solutions;
- Assist in the revision of NDC targets (both mitigation and adaptation) in coordination with targets coming from the private sector
- Preparation of a customised scope of support in discussion with the country. Through Review of country requests and liaison with countries to prepare terms of reference to identify and tailor expert support;
- Deploying the technical assistance in country.

143. The provisional¹⁷ service offers could be the following:

- Service line 1: Strengthen multi-stakeholder engagement mechanisms and building consensus with private sector actors, ministries of commerce and finance, and chambers of commerce, etc in the formulation of climate priorities in land use and agriculture, using systems-leadership/systems-change approaches; This will include convening /facilitation of inputs and concerns from the private sector and support to advocate them to relevant government counterparts.
- Service line 2: Identify policy and financial de-risking instruments and formulate de-risking strategies that outline opportunities for investment, incubation and policy cooperation based on de-risking instruments (including fiscal, policy and legal ones)
- Service line 3: Analyse key business models and production practices, as well as climate impacts on selected priority value chains and investment cycle support, to drive sustainable agriculture at scale in alignment with NDC/NAP
- Service line 4: Identify and support business case development to enable scaling up for innovative financing and technological climate solutions and contribute to concept note developments, on areas such as:
 - Climate microinsurance schemes;
 - Traceability for sustainable sourcing and climate resilient commodities;
 - Impact investment and blended financial instruments;
 - Export competitiveness of agricultural commodities which integrate climate risks and impacts using relevant UNDP GCP and FAO tools that already exist to further stakeholder engagement with relevant trade bodies and enable advocacy on it; and
 - Risk guarantees by working closely with key private sector actors in these areas.
- Service line 5: Standardise measurement and reporting by working closely with funds (investment vehicles, ESG funds, impact investment funds, etc) and other initiatives in defining indicators, financial metrics, and targets

Activity 3.3.2: Contribute to South-South Cooperation and cross sector learning mechanisms to encourage learning across countries

¹⁷ The final service offer will be adjusted once the SCALA programme has commenced implementation in dialogue with the Advisory Group and Project Board.

144. This activity will aim to ensure that there are cross-sector learning mechanisms to encourage learning across countries who have accepted the assistance.

145. It could include:

- Setting up and regular updating of the webpages of the facility under the SCALA web-portals;
- Drafting of country and thematic briefs to capture lessons learnt;
- Drafting of articles, photo stories, and other short communication material to disseminate lessons learnt;
- Organisation of peer-to-peer learning opportunities both virtually and on the sidelines of major CCM and CCA related events;
- Organisation of webinars on the main topics for which support was requested.
- Convening /facilitation of inputs and concerns from PS and support to advocate them to relevant government counterparts regionally or globally.

146. Deliverables under this activity, which will focus on non-Programme countries, will be complementary to those under Output 3.2.

PARTNERSHIPS

147. In addition to identifying and building new partnerships through Outcome 3, the Programme will aim to work closely with existing stakeholders and initiatives which are working in the land-use and agriculture sectors. The Programme will work with a wide range of stakeholders at global, regional and country level.

148. For a list of complementary initiatives, the Programme will align with, please see below:

Table 2: Partner initiatives

Initiatives	Participating Agencies	Focus Area
CADRI	20 including FAO	The Capacity for Disaster Reduction Initiative (CADRI) is a global partnership composed of 20 organisations working towards the achievement of the Sustainable Development Goals by providing countries with capacity development services to help them reduce climate and disaster risk.
Climate Finance Network	UNDP	UNDP's Climate Finance Network (formerly 'Strengthening the Governance of Climate Change Finance (GCCF)' is a diverse group of governance, climate change and development specialists providing tools and services to improve the mobilisation, management, and targeting of climate change finance throughout Asia Pacific. The CFN team has developed a range of climate financing and budgeting solutions and carries out analytical work to share knowledge and practices globally.
Climate Promise	UNDP	In response to the challenges identified in the UNFCCC-UNDP 'Heat is On' Report published in 2019, UNDP announced it would leverage its extensive climate portfolio and scale up urgently-needed support for NDC enhancement in 100 countries in the lead up to COP 26. To do it aims to work in close collaboration with UN system partners (e.g. UNEP, FAO, UNICEF), IRENA, the NDC Partnership, the Green Climate Fund, and other strategic partners. An integrated approach is being used that harnesses the wide-ranging expertise of UNDP's Global Policy Network to strengthen climate solutions with perspectives from governance, health, water, gender equality, women's and youth empowerment, disaster risk reduction, and inclusive growth, among others.
Commission on Genetic Resources for Food and Agriculture	FAO	The CGRFA is the only permanent intergovernmental body that specifically addresses biological diversity for food and agriculture. It aims to reach international consensus on policies for the sustainable use and conservation of genetic resources for food and agriculture and the fair and equitable sharing of benefits derived from their use.
Friends of EbA (FEBA)	IKI, IUCN as the Secretariat,	Friends of EbA (FEBA) is an informal network of organizations with an interest in promoting collaboration and knowledge sharing on Ecosystem-based Adaptation

	UNDP, FAO among 75 others	(EbA) through joint events and initiatives, as well as the development of position papers and technical documents on EbA. It is part of the IKI.
Global Bioenergy Partnership	FAO, UNDP, UN Environment, governments and others	Since its establishment in 2006 GBEP has been actively working to advance bioenergy for sustainable development, climate change mitigation and adaptation, as well as food and energy security. It is a forum where voluntary cooperation works towards consensus amongst its members for raising awareness, sharing information and examples of good practices on bioenergy. Sustainable bioenergy value chains represent an important contribution to achieve climate targets, including through land restoration practices connected to bioenergy value chains.
Global Commission on Adaptation	Global Center on Adaptation, World Resources Institutes, 17 convening countries, UN Agencies and other major development organisations	The Global Commission on Adaptation was launched in The Hague on 16th October 2018 by 8th UN Secretary General Ban Ki-moon. The Commission launched with the mandate to encourage the development of measures to manage the effects of climate change through technology, planning and investment. Secretary General Ban Ki-moon leads the group with co-chair of the Bill & Melinda Gates Foundation, Bill Gates, and World Bank Chief Executive Officer, Kristalina Georgieva. The Commission was launched with the support of 17 convening countries including China, Canada and the UK and low-lying countries vulnerable to climate change including Bangladesh and the Marshall Islands. It also included 28 Commissioners representing all sectors of the globe and all sectors of development and industry. It has 8 action tracks, including 3 in which UNDP plays an important role: 'Locally-led Action', 'Finance' and 'Food Security and Rural Livelihoods'. SCALA will work closely with the GCA, especially on the 'Food Security and Rural Livelihoods' track led by CGIAR. It aims to increase funding and support to build the resilience of 300 million small-scale farmers around the world. To achieve this goal, the Commission and its partners will increase investment in agricultural research, expanding access to crucial farmer advisory services and information, as well as access to improved risk management and financial services that farmers need to adapt to climate change.
Global Water Partnership	GWP	The Global Water Partnership (GWP) is a global action network with over 3,000 Partner organisations in 179 countries. The network has 68 accredited Country Water Partnerships and 13 Regional Water Partnerships. GWP's action network provides knowledge and builds capacity to improve water management at all levels: global, regional, national and local. GWP supports many countries in integrating water-related issues into the NDC and NAP processes
Green Commodities Programme	UNDP	The UNDP Green Commodities Programme aims to improve the national, economic, social and environmental performance of agricultural commodity sectors. In 2010, UNDP launched the GCP in recognition of the importance of global agricultural commodities in achieving the SDGs, with a mission to: <ul style="list-style-type: none"> • Improve the lives of farmers and their communities. • Protect high conservation value forest and important vulnerable ecosystems It focuses on 12 countries and 8 value chains.
Hand in Hand Initiative	FAO	Hand-in-Hand is an evidence-based, country-led and country-owned initiative of the Food and Agriculture Organization of the United Nations (FAO) to accelerate agricultural transformation and sustainable rural development to eradicate poverty (SDG 1) and end hunger and all forms of malnutrition (SDG2). Using the most sophisticated tools available, including advanced geospatial modelling and analytics, Hand-in-Hand identifies the biggest opportunities to raise the incomes and reduce the inequities and vulnerabilities of the rural poor, who constitute the vast majority of the world's poor. It uses these tools to understand a comprehensive view of full economic opportunities and to improve targeting and tailoring of policy interventions, innovation, finance and investment, and institutional reform accordingly. Hand-in-Hand adopts a market-oriented food systems approach to increasing the quantity, quality, diversity and accessibility of nutritious foods available in local,

		regional and national food markets. It works to improve food system capacities to deliver nutrition and healthy diets for everyone and improving household livelihoods by reducing extreme poverty.
Intergovernmental Panel on Climate Change (IPCC)		The IPCC is the United Nations body for assessing the science related to climate change.
International Treaty on Plant Genetic Resources for Food and Agriculture	FAO	The objectives of the International Treaty on Plant Genetic Resources for Food and Agriculture are the conservation and sustainable use of all plant genetic resources for food and agriculture and the fair and equitable sharing of the benefits arising out of their use, in harmony with the Convention on Biological Diversity, for sustainable agriculture and food security. The FAO's ITPGRFA is the international agreement where Member Countries establish the priorities and plans to underpin the sustainable management of plant genetic resources for sustainable agriculture and food security. It is in harmony with the Convention on Biological Diversity (CBD). The Governing Body of the International Treaty recently requested, through Resolution 3/2019, FAO to prioritise Programmes that support the nexus between biodiversity and climate change. SCALA provides a unique opportunity to strengthen national plans and Programmes that enhance implementation of the Paris Agreement and the International Treaty.
National Adaptation Plan Global Support Programme (NAP-GSP)	UNDP UN Environment GEF	The GEF Programme assists least developed and developing countries to identify technical, institutional and financial needs to integrate climate change adaptation into medium and long-term national planning and financing. It supports the process to formulate and implement National Adaptation Plans (NAPs) under the UN Framework Convention on Climate Change (UNFCCC). In doing so, the NAP-GSP works with development partners to implement the Nationally Determined Contributions and promotes ambitious climate action in alignment with the Sustainable Development Goals. Implemented since 2014, it will end in June 2021.
NAP Readiness Projects	UNDP FAO GCF	The Green Climate Fund's Readiness and Preparatory Support Programme provides up to US\$3 million per country to advance adaptation planning. UNDP, FAO and other UN agencies such as UN Environment, have received requests from a number of developing countries to serve as delivery partner for this support. Wherever a NAP project is under formulation or under implementation in the participating countries, SCALA will ensure that Programme activities contribute to and benefit from other adaptation planning activities in land-use and agriculture as well as in the broader NAP process.
NDC Partnership	UNFCCC WRI	The NDC Partnership is helping countries access cutting-edge technical and financial knowledge resources to accelerate climate action. Drawing together the expertise and input from its members and other leading institutions, the NDC Partnership Knowledge Portal offers, in an easily searchable interface, quick access to over 700 knowledge resources from more 100 different knowledge providers. Presenting information in ways that are accessible to both subject matter experts and those less familiar with NDCs, the Knowledge Portal enables users to quickly and easily access the resources most relevant to them. All content on the site is tagged according to common needs, including sectors, themes, countries, languages, and stages of NDC implementation.
NDC Support Programme	UNDP	The NDC Support Programme builds on UNDP's substantial climate portfolio, especially the important foundations that 38 countries laid through the UNDP Low Emission Capacity Building (LECB) Programme, as well as through the MDG Carbon and the Latin America Climate Change Programmes. The Programme supports countries on eliminating barriers to this ambitious transition, in particular by formulating a systemic, integrated approach through governance and policy frameworks, inclusive leadership, transparency systems, blended climate finance and implementation of NDC objectives. It currently serve 36 countries directly and share its expertise with many more through its work with partners or global and regional events.
NDC Cluster	IKI	The NDC Cluster is IKI's collaborative think tank for internal knowledge exchange and generation on NDC enhancement.

Paris Committee on Capacity Building	UNFCCC	Created in 2015, the Paris Committee on Capacity-building (PCCB) addresses current and emerging gaps and needs in implementing and further enhancing capacity-building in developing countries. The PCCB has been tasked with managing and overseeing the capacity-building workplan for the period 2016-2020 (1/CP.21 para 73) and plays a key role in ensuring coherence and coordination in capacity-building activities under the Convention. The PCCB launched a PCCB Network at the COP 25 in Madrid. It's open to all public and private entities and initiatives at the local, national, regional and international levels. SCALA has submitted its request to join the Network.
Thematic Working Group (TWG) on Agriculture, Food Security and Land-use of the NDC Partnership	FAO	FAO facilitates the Thematic Working Group (TWG) on Agriculture, Food Security and Land-use under the NDC Partnership together with two co-chairs. The TWG is a country-led peer to peer network for countries and international organisations to consult one another and to share experiences and challenges related to climate change impacts and the implementation of Nationally Determined Contributions in the land-use and agriculture sectors. http://www.fao.org/climate-change/our-work/what-we-do/ndcs/twg/en/
The Partnership on Transparency in the Paris Agreement (PATPA)	South Africa, South Korea and Germany	The Partnership on Transparency in the Paris Agreement was launched during the framework of the Petersberg Climate Dialogue in 2010 by South Africa, South Korea and Germany. Their aim is to promote ambitious climate action through policy dialogue and practitioner-based exchanges.
UN REDD	FAO, UNDP, UNEP	The overall development goal of the Programme is "to reduce forest emissions and enhance carbon stocks in forests while contributing to national sustainable development".
United Nations Global Compact	UN	The United Nations Global Compact is a voluntary United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights , labor , the environment and anti-corruption . Under the Global Compact, companies are brought together with UN agencies, labor groups and civil society. It is the world's largest corporate sustainability initiative with 13000 corporate participants and other stakeholders over 170 countries with two objectives: "Mainstream the ten principles in business activities around the world" and "Catalyse actions in support of broader UN goals, such as the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) ".
Vienna Programme of Action for LLDCs	UN-OHRL	The overarching goal of the Vienna Programme of Action is to address the special development needs and challenges of landlocked developing countries arising from landlockedness, remoteness and geographical constraints in a more coherent manner and thus to contribute to an enhanced rate of sustainable and inclusive growth, which can contribute to the eradication of poverty by moving towards the goal of ending extreme poverty.
World Business Council for Sustainable Development	WBCSD	The World Business Council for Sustainable Development (WBCSD) is a CEO-led organisation of over 200 international companies . ^[3] The Council is also connected to 60 national and regional business councils and partner organisations. They target the realization of the Sustainable Development Goals (SDGs) through six work programs to achieve systems transformation, including Climate and Energy, and Food and Nature.
Topic-specific initiatives in partner countries		Linkages with ongoing initiatives that have overlapping objectives with SCALA countries' priorities will be sought, such as the scaling up agroecology initiative in Senegal https://www.agroecology-pool.org/climatechangereport/

RISKS

149. The main risks that could prevent the Programme results from being achieved have been identified and presented in the risk log in Annex 7. No risk was deemed high (score above 3). The analysis is accompanied with mitigating measures the Programme Team will implement during the inception phase. All risks will be monitored on a regular basis and updated in the UNDP Atlas Risk Log. Similarly, a SESP was conducted (Annex 6) and the Programme is assessed to present moderate environment and social risks. Although it will mostly strengthen

the enabling environment and produce documents and studies, policies, plans and project concept notes that could be supported through the programme could induce indirect social and environmental impacts. These would be assessed throughout project implementation, as explained in the description of activities above, and further screening by external social and environmental experts might be required. Country-level SESP will be conducted during the inception phase.

150. UNDP and FAO are mindful that the COVID-19 pandemic is posing major limitations at global and country-level both for travel, thus making international missions impossible, and workshops. The Programme Team will closely monitor the evolution of COVID-19 in 2020. The first 7 months of the Programme will focus on desk work and small group discussions between the Programme Team, the Country Offices, and the main government counterparts, and should not be impacted. Inceptions workshops might be delayed but the Programme could launch its technical work prior to a public launch. This will be subject to reviews to assess the work plan based on the changing situation.

STAKEHOLDER ENGAGEMENT PLAN

151. SCALA will be implemented in close collaboration with other key initiatives both at global and country-level. In particular, it will fully complement the UNDP Climate Promise, UNDP NDC Support Programme, UNDP NAP projects and the NDC TWG led by FAO, as well as other water and biodiversity related initiatives efforts in supporting the NDCs. To do so, it will work closely with the NDC Partnership and the IKI NDC Cluster and its members.
152. At country-level, it will be using a whole-of-government approach and thus the stakeholders of SCALA are a diverse set of actors from government, academia, private sector and civil society. Their roles and responsibilities in the implementation of SCALA and how they will participate are summarised in the table below.
153. In broad terms, the primary stakeholders at national level are the implementing partners in the national NDC coordination units, as well as climate change units in Ministries of Agriculture and Environment. The activities of SCALA will directly influence their organisational capacity and their efforts to integrate the transformative land-use and agriculture climate priorities of their NDCs and/or NAPs into national planning, budgeting and monitoring processes. Other government stakeholders include entities that coordinate the national response to climate change (may be an inter-ministerial body), national DRR and DRM agencies, as well as ministries with strong influence over the planning process and allocation of funds, including Ministries of Finance and Planning. Ministries of key sectors related to land-use and agriculture will also be involved (Land-use/Land-use Planning, Water, Energy, etc.) Additional stakeholders at the national government level include units and ministries that contribute critical knowledge to assessing adaptation and mitigation actions (e.g. statistics units), inform the planning process about key issues and needs in rural areas (e.g. rural planning, women's issues, indigenous issues), and implement climate action through legislation (e.g. parliamentarians) or on-the-ground action (e.g. sub-national extension units of ministries). Three other key groups of stakeholders at national level are research organisations (partners in assessing adaptation and mitigation actions in land-use and agriculture); the private sector (implementers of climate actions) and civil society (advocates and link between policy makers and rural communities).
154. Regional and international entities also have a role to play in the implementation of SCALA. Regional financial entities can be partners in translating climate priorities into actionable plans and regional civil society actors can be effective agents for advocacy. At the international level, the NDC Partnership, NAP Global Network, NDC Support Programme and CGIAR will act as allies, sharing knowledge and building on synergies in efforts to achieve results at country level. International financial organisations will be a potential source of funding for implementing action, while multilateral agreement bodies will provide frameworks and a means to disseminate effective results of SCALA to other countries. International civil society, research and private sector actors may also be partnered with for implementation.

155. Key milestones for stakeholder consultation include:

- Ongoing consultations with national representatives to UNFCCC plus international and UN partners (e.g. NDC Partnership, UNDP Green Commodities Program) and donors in conceptualising the Programme. (June 2019-March 2020)
- Questionnaire dissemination to countries to define national stakeholders (2020)
- Key country stakeholders consulted on log frame and work plan (2020)
- Inception workshops include all stakeholders (2020-2021)
- Multi-stakeholder consultation workshops and dialogues at national level (2021 and 2022)

156. Stakeholders will be involved in Programme activities and monitoring as follows (note the means and timing of engagement will vary depending on stakeholders).

- The global team and country team (FAO and UNDP staff) will establish a direct (weekly or monthly), regular working relationship with national implementing partners in key ministries.
- Steering committees for Programme implementation will be established in each country; the committees will include representatives from government, private sector, academia and civil society and will meet on a quarterly basis over the course of the Programme.
- Consultation workshops and dialogues at national level with all stakeholders listed in the table below will be held in relation to Outcomes 1 (key stakeholder is **national research organisations**) and 3 (key stakeholder is **private sector**). These workshops and dialogues will include space for water, biodiversity, **gender, indigenous** group consultations and will take place during years 2 and 3 of the Programme.
- The global team will dedicate staff time to liaising with global dialogues and networks as well as internal task teams to ensure engagement with international stakeholders.
- National teams will identify possible partners in **civil society** to collaborate on advocacy efforts, in particular targeting policymakers and **parliamentarians**/other legislative actors.

157. Information dissemination will be facilitated via

- Inception workshops
- Stories in national media (print and online)
- Websites (FAO, UNDP)
- Multi-stakeholder consultation workshops and dialogues
- Written reports, briefs
- Peer-to-peer learning events

Programme

Table 3: Key Programme stakeholders including responsibilities and method of participation in the Programme

	Stakeholder groups	Role and responsibility in Programme implementation
National	Ministries of <ul style="list-style-type: none"> • Environment • Agriculture, Forestry and Fisheries • Departments or units of water, irrigation, biodiversity, innovation • Statistics units, rural development units, monitoring units • Energy/renewable energy • Offices of disaster risk management • Ministries or departments of Lands and Land-use Planning 	Key partners: provide and exchange information; collaborate on integration of climate actions into planning, budgeting and monitoring; develop partnerships and implement
	Ministries of <ul style="list-style-type: none"> • Planning • Finance 	Key decision-makers in national planning and budgeting processes: support integration of land-use and agriculture priorities into plans and budgets
	National Climate Change Entities <ul style="list-style-type: none"> • Inter-ministerial coordination bodies • Scientific advisory bodies • UNFCCC focal points 	Coordinate national response to climate change: serve as liaison between national and international climate planning processes; integrate land-use and agriculture into their ongoing work with SCALA

	Stakeholder groups	Role and responsibility in Programme implementation
	<ul style="list-style-type: none"> Committees on NDCs and/or NAPs National DRR/DRM agencies and SFDRR Focal Points CBD/ ITPGR Focal points 	support; provide lessons learned and expertise/experience on on-going related processes
	Ministries of <ul style="list-style-type: none"> Gender or Women Youth Gender Focal Points and/or Gender & Climate Change Focal Points from Ministries of Agriculture, Environment	Identify women's and farmer's groups to bring into consultations, advise on gender analysis and participatory methods; advocate for gender, women and youth issues in coordination efforts across agencies; contribute to/advise on collection of sex- and age-disaggregated data in monitoring systems; implement a strategy for stronger engagement of underrepresented groups; improve the skills/capacity of women's groups/representatives to participate in climate planning
	Parliamentarians	Codify plans
	Sub-national offices of ministries	Link between national and subnational level
	Research organisations <ul style="list-style-type: none"> Universities National agriculture research institutes 	Carry out research to inform policymaking
	Private sector <ul style="list-style-type: none"> Chambers of commerce Associations of private sectors / producers Large corporations & MNCs SMEs along agricultural value chains including farmers' organisations & cooperatives, traders, wholesalers and processors Agricultural input suppliers Financial institutions Technology firms including agri-tech and fin-tech companies 	Partner with public sector to implement climate actions Provide understanding of climate risks faced and possible support needed to de-risk further investments along agricultural value chains Provide financing for investments to improve resilience across land-use and agricultural value chains Develop technology/solutions to facilitate the adoption of resilient land-use and agricultural practices
	International actors at national level <ul style="list-style-type: none"> Donors Other UN agencies 	Collaborate on areas of synergy
	Civil society <ul style="list-style-type: none"> Women's groups Farmers' organisations 	Represent the voices of farmers to inform planning and implementation of climate actions, e.g. International Women Coffee Organisation
	Finance organisations	Provide financial support for climate action in land-use and agriculture
	Communities with pilot activities	Provide knowledge on feasibility of climate actions
	Indigenous representatives	Speak on behalf of indigenous groups' needs and priorities
	Media	Disseminate information
Regional	Regional development banks (e.g. African Development Bank)	Provide financial support for climate action in land-use and agriculture
	Regional climate networks (e.g. Climate Action Network)	Advocacy
	Regional private sector entities	Partner with public sector to implement climate actions
	Regional farmers' organisations	Represent the voice of farmers to inform planning and implementation of climate actions
International	International NAP, NDC initiatives <ul style="list-style-type: none"> NDC Partnership NDC Support Programme NAP Global Network Thematic Working Group on Agriculture-Food Security and Land-use GCA (Food Security and Rural Livelihoods) 	Collaborate to provide synchronized support to countries on NDC and NAP design and implementation
	International research organisations <ul style="list-style-type: none"> CGIAR WRI 	Provide knowledge and technical analyses

	Stakeholder groups	Role and responsibility in Programme implementation
	Multilateral agreement bodies <ul style="list-style-type: none"> • UNFCCC • CBD • UNCCD • International Treaty on Plant Genetic Resources for Food and Agriculture) • SFDRR 	Provide frameworks
	Water initiatives: <ul style="list-style-type: none"> • World Water Week • World Water Forum • Global Water Partnership • Dushanbe Water Process and High-Level Conferences on International decade for Action “Water for Sustainable Development 2018-2028” • International Commission on Irrigation and Drainage Congresses • Global Framework on Water Scarcity in Agriculture, led by FAO 	Provide frameworks Knowledge exchange on water and climate change https://www.worldwaterweek.org/
	International financial institutions (e.g. Green Climate Fund, Global Environment Facility)	Provide financial support
	Private sector entities <ul style="list-style-type: none"> • World Business Council on Sustainable Development • Technology firms including agri-tech and fin-tech companies • Large corporations 	Partner with public sector to implement climate actions Provide understanding of climate risks faced and possible support needed to de-risk further investments along agricultural value chains Provide financing for investments to improve resilience across land-use and agricultural value chains Develop technology/solutions to facilitate the adoption of resilient land-use and agricultural practices

GENDER EQUALITY AND WOMEN’S EMPOWERMENT:

158. **Gender is mainstreamed throughout SCALA**, building on the approaches and tools developed under the NAP-Ag, in order to ensure that mitigation and adaptation actions in land-use and agriculture are designed to promote gender equality and women’s empowerment. Undermined participation in decision-making and social inequity was identified as a barrier to implementation of climate action in land-use and agriculture and as such, gender-responsive measures are integrated in all three outcomes as follows:

- Outcome 1: Consult with relevant women’s and farmer’s groups in identifying priority land-use and agriculture actions; include gender equality and women’s empowerment criteria in the matrix for selecting climate actions; carry out gender analysis as part of in-depth assessments in collaboration with women’s representatives; promote participatory and inclusive methods; disseminate findings and advocate on importance of gender equality and women’s empowerment;
- Outcome 2: Include Ministry of Gender/Women’s Affairs and National Gender & Climate Change Focal Points¹⁸ in efforts to coordinate across agencies; include collection of sex- and age-disaggregated data in monitoring systems; implement a strategy for stronger engagement of underrepresented groups; improve the skills/capacity of women’s groups/representatives to participate in climate planning;
- Outcome 3: Include gender-responsiveness criteria in selection of private sector partners; promote equal distribution of benefits and services among women and men as critical outcome of investment in transformative climate action; prioritise pilot actions that contribute to women’s empowerment, advocate for the importance of gender criteria in climate finance.

¹⁸ [6 out of the countries](#) have already a National Gender & Climate Change focal point (normally from the Ministry of Environment) – Argentina, Ethiopia, Nepal, Senegal, Uganda, Cote d’Ivoire; with an active platform

159. The Programme is expected to contribute to gender equality primarily by identifying and reducing barriers to women's participation in decision making (either directly or through representatives) specifically in the areas of technical assessments of adaptation and mitigation actions; inter-ministerial coordination to integrate land-use and agriculture priorities into national plans, budgets and monitoring systems; and in the implementation of climate actions via partnerships with the private sector. By working toward the identification and reduction of institutionalised gender-based discrimination, including employing an approach for addressing power imbalances, the Programme will contribute to an enabling environment for gender equality and women's empowerment. The Programme will also include as key criteria in its assessments of climate actions and their implementation (with the private sector) closing the gender gap in access to and control over natural resources and generating socio-economic benefits or services for women.

SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSTRC)

160. Learning opportunities and technology transfer from peer countries will be further explored during Programme implementation. To present opportunities for replication in other countries, the Programme will codify good practices and facilitate dissemination through existing South-South and global platforms, such as the FAO South-South Cooperation Programme¹⁹, Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform and PANORAMA²⁰.

161. In addition, to include all participant countries (Argentina, Cambodia, Colombia, Costa Rica, Cote d'Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal, Thailand, Uganda) in global and regional fora, the Programme will explore opportunities for meaningful participation in specific events where UNDP can support engagement with the global development discourse on scaling up ambition in the land-use and agriculture sectors through NDCs and NAPs. The Programme will further provide opportunities for regional cooperation with countries that are implementing initiatives on climate action in land-use and agriculture sectors in geopolitical, social and environmental contexts relevant to the Programme in all participant countries.

162. Through specific activities, the Programme will enable and support several learning opportunities and peer-to-peer exchanges (including webinars) between participant countries, and provide peer-to-peer learning mechanisms which will help countries share best practices. Through the set-up of the technical assistance facility (as outlined in Output 3.1), there will be scope for countries to share information and best practices as well.

INNOVATION, SUSTAINABILITY AND POTENTIAL FOR SCALING UP

163. This Programme will use relevant national systems and arrangements to promote innovation, sustainability, and scaling up opportunities through a variety of Programme activities. It will focus on exploring new approaches for multi-stakeholder collaboration, new avenues for public and private financing, enhancing the scope for private sector engagement by building on existing partnerships and forming new partnerships, and researching innovative climate solutions.

164. The Programme will promote innovation and its contribution to transformation, in particular in Outcome 3, by researching new financing and technological approaches, as well as new ways to collaborate. By linking up with disaster risk reduction actors, private finance actors and coalitions, technology companies, as well as those working specifically in climate information systems, it will aim to bring stakeholders together.

165. The Programme will promote sustainability through its focus on country ownership and participation of local actors. It will work closely with local and national actors to establish community led and nature-based solutions, for eventual scale up.

¹⁹ <http://www.fao.org/partnerships/south-south-cooperation/en/>

²⁰ <https://panorama.solutions/en>

V. PROJECT RESULTS FRAMEWORK

Table 4: Project Results Framework²¹

This Project will contribute to the following Sustainable Development Goal (s): SDG 1, SDG 2, SDG 5, SDG 13, SDG 15, SDG 17			
<p>This Project will contribute to the following outputs of UNDP's 2018-2021 Strategy Plan:</p> <p>1.1.1 Capacities developed across the whole-of- government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions.</p> <p>1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis.</p> <p>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</p> <p>2.3.1: Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks</p> <p>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, in line with international conventions and national legislation</p> <p>3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery</p>			
	Objective and Outcome Indicators	Baseline	End of Programme Target
<p>Project Objective:</p> <p>Project countries have translated their NDC and/or NAP into actionable and transformative climate solutions in land-use and agriculture with multi-stakeholder engagement</p>	<p><u>Indicator 1:</u> Number of countries in which policy makers have applied systems-level climate-related assessment tools to the NDCs and NAPs</p> <p>Means of verification: national policy and strategic documents, project documents indicating verifiable project contribution</p>	Zero (0) countries ²²	Twelve (12) countries have identified and appraised transformative actions required on land-use and agriculture by applying systems-level climate-related assessment tools to the NDCs and NAPs
	<p><u>Indicator 2:</u> Number of countries adopting whole-of-government, participatory approaches to translate their NDC and NAP agriculture and land-use priorities for implementation and tracking through gender-responsive domestic plans, policies and budgets, and monitoring systems</p> <p>Means of verification: NDC/NAP/CC committees' membership list incl. sex-disaggregated data, surveys on stakeholders' perception incl. sex-disaggregated data, budget submissions, investment plans, policy and strategic documents indicating verifiable project contribution</p>	Zero (0) countries ²⁵	Twelve (12) countries have adopted whole-of-government, participatory approaches to translate their NDC and NAP agriculture and land-use priorities for implementation and tracking through gender-responsive domestic plans, policies and budgets, and monitoring systems

²¹ Outputs 1.2, 2.2, and 3.2 aim to support Outputs 1.1, 2.1, and 3.1. The uptake of the tools created and disseminated is therefore assessed through indicators and targets under 1.1, 2.1, and 3.2.

²² 0 refers to the number of countries supported by the Programme to achieve these targets. A detailed baseline survey will be conducted during the inception phase of the project to refine the baseline.

	<p>Indicator 3: Number of countries having adopted public-private collaboration models to implement transformative or innovative land-use or agriculture priority climate action</p> <p>Means of verification: regulatory and legal documents, partnership agreements, business plans indicating verifiable project contribution</p>			Zero (0) countries ²⁵	Twelve (12) countries adopt public-private collaboration models to implement transformative or innovative land-use or agriculture priority climate action	
Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
Outcome 1: Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/ NAP priorities in land use and agriculture						
<p>Output 1.1. (Country) Evidence base for implementation of transformative climate action in land-use or agriculture strengthened</p>	<p>1.1.A Number of assessments (i) conducted on transformative, gender-responsive climate actions in a landscape, food, or related systems identified through NDC and/or NAPs reviews and (ii) assessed through inclusive multi-stakeholder consultations that address the needs and priorities of women and men</p>	<p>NDCs and NAPs may include sectoral actions, but no system-level analysis conducted on a value chain or landscape</p>	<p>1.1.A 12 (1 in each participant country) assessments (i) conducted on transformative, gender-responsive climate actions in a food, landscape or other related systems identified through NDC and/or NAPs reviews and (ii) assessed through inclusive multi-stakeholder consultations that address the needs and priorities of women and men</p>	<p>Assessment reports, workshops reports, partnership agreements, ToRs, attendance lists</p>	<p>Activity 1.1.1: Conduct participatory technical reviews of NDCs and/or NAPs to identify priority land-use and agriculture actions with transformative and systems-change potential</p> <p>Activity 1.1.2: Conduct participatory systems-level assessments to define evidence-based transformative and inclusive implementation options</p>	<p>Land-use and agriculture remain priorities for the Governments of the Programme countries</p> <p>Government institutions leading the NDC and/or NAP processes are open to an inclusive revision process and to applying systems-level analysis. Universities and research institutes with the adequate expertise exist in the Programme countries and have the capacities to conduct the research required</p> <p>The information base is sufficient to conduct the in-depth assessments</p> <p>Gender-responsive climate actions are those that promote women’s participation in decision-making and contribute to closing the gender gap in access to and control over natural resources</p>
<p>Output 1.2. (Global) Tools for assessing implementation options for transformative climate</p>	<p>1.2.A. Number of tools and accompanying</p>	<p>Several tools exist to support countries but are scattered</p>	<p>1.2.A At least 3 tools and accompanying guidance</p>	<p>Guidance package, website traffic analytics, webinar</p>	<p>Activity 1.2.1: Compile, adapt, and produce tools for the technical reviews of NDCs and/or NAPs, systems-level</p>	<p>Expertise exists within or outside of the agencies to develop the tools</p>

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
action developed to support assessments at country-level	guidance documents produced and/or adapted for NAP-NDC review, integration or systems-level assessments including gender analysis	and not tailored to this specific project	documents produced and/or adapted for NAP-NDC review, integration or systems-level assessments including gender analysis	attendance, events attendance	assessments and other related analytical tools Activity 1.2.2: Develop user-guidance material and disseminate tools and best practices	
Outcome 2: Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting and monitoring						
Output 2.1. (Country) NDC and NAP priorities for land-use and agriculture enhanced and integrated into sectoral planning and budgeting	2.1.A Number of ministries having adopted sectoral plans and/or budget submissions that (i) incorporate gender-responsive NAPs and NDC land-use and agriculture priorities and (ii) are based on consultations that increase the participation of women and women's representatives in decision-making	To be assessed through baseline survey	2.1.A At least 12 (1 per country) ministries have adopted sectoral plans and/or budget submissions that (i) incorporate gender-responsive NAPs and NDC land-use and agriculture priorities and (ii) are based on consultations that increase the participation of women and women's representatives in decision-making 2.1.B At least 12 (1 in each participant countries) MRV and/or M&E	Government policies, strategies and plans, and budget submissions Government's MRV and M&E databases, policies and websites, reports to UNFCCC (BUR, NC, NAP) Government websites, NDC and/or NAPs and other documents	Activity 2.1.1: Strengthen multi-stakeholder coordination and organisational capacities for the integration of NDC and/or NAPs' priorities on land-use and agriculture in policies, plans and budgets Activity 2.1.2: Improve/develop MRV and M&E systems at national and/or sectoral level for monitoring and reporting in regard to mitigation and/or adaptation in land-use and agriculture, including collection of gender disaggregated data Activity 2.1.3: Enhance NDCs and/or NAPs by integrating transformative and inclusive land-use and agriculture priorities	Key ministries, incl. Ministries of Agriculture, Environment, Planning, Finance, civil society, and private sector stakeholders are sensitised to climate change issues and are willing to coordinate Some groundwork has been undertaken on MRV and M&E of adaptation, data is available and institutions are willing to develop and share them Governments decide to enhance their NDCs during the Programme timeframe and are receptive to land-use and agriculture issues

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
	<p>2.1.B Number of MRV and/or M&E systems operationalised at national and/or sectoral level for monitoring and reporting on mitigation and/or adaptation in land-use and agriculture, including sex-disaggregated data</p> <p>2.1.C Number of NDCs and/or NAPs enhanced with updated land-use and agriculture priorities and gender-responsive targets</p>		<p>systems are operationalised at national and/or sectoral level for monitoring and reporting on mitigation and/or adaptation in land-use and agriculture, including sex-disaggregated data</p> <p>2.1.C At least 12 (1 per country) NDCs and/or NAPs enhanced with updated land-use and agriculture priorities and gender-responsive targets</p>	submitted to UNFCCC, strategic documents from ministries of planning, agriculture or environment		
Output 2.2. (Global) Advocacy conducted to integrate transformative actions in NDCs and NAPs	2.2.A Number of guidelines developed on integration of land-use/agriculture into government policy, planning,	To be assessed through baseline survey	2.2.A Up to 5 guidelines developed on integration of land-use/agriculture into government policy, planning, budgeting and M&E/MRV, disseminated to	Guideline documents, website traffic analytics, events reports Reports, website traffic analytics, events reports	Activity 2.2.1 Produce and disseminate guidance/toolkit to support national capacities to integrate land-use and agriculture into government policy, planning, budgeting, and MRV/M&E systems Activity 2.2.2: Contribute to the global advocacy and knowledge sharing on NDC,	Expertise exists within or outside of the agencies to develop the guidance and tools Avenues exist for global advocacy on NDC, NAPs, and transformative action for agriculture and land-use

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means Verification	of Activities	Assumptions
	<p>budgeting and M&E/MRV, disseminated to policy makers and technical partners in the 12 countries</p> <p>2.2.B Number of reports, thematic briefs, submissions to UNFCCC, PPTs and case studies on NDCs and NAPs published and disseminated to the NDC and NAP and wider agriculture/land use and climate change practitioners' community</p>		<p>policy makers and technical partners in the 12 countries</p> <p>2.2.B At least 10 reports, thematic briefs, submissions to UNFCCC, PPTs and case studies on NDCs and NAPs published and disseminated to the NDC and NAP and wider agriculture/land use and climate change practitioners' community</p>		<p>NAPs, and transformative actions for land-use and agriculture</p> <p>Activity 2.2.3: Support an additional set of countries to incorporate land-use and agriculture sector into national climate related goals and enhance their NDCs and/or NAPs</p>	
Outcome 3: Private sector engagement in climate action in land-use and agriculture increased						
<p>Output 3.1 (Country) Enabling environment and incentives enhanced for private sector engagement in NDCs and NAPs implementation</p>	<p>3.1.A Number of gender-responsive de-risking strategies validated by existing institutional coalitions of public, civil society and private sector</p>	<p>To be assessed through baseline survey</p>	<p>3.1.A. 12 (1 per country) de-risking strategies validated by existing institutional coalitions of public, civil society and private sector actors</p>	<p>Strategy documents, workshop reports, assessments reports, ToRs, attendance lists</p> <p>Project concept notes, project documents</p>	<p>Activity 3.1.1: Identify policy and financial de-risking measures and business opportunities</p> <p>Activity 3.1.2: Develop project concept notes to leverage investment for transformative and inclusive action in partnership with the private sector</p>	<p>Private sector companies or representatives, which have an impact on land-use and agriculture, are willing to take part in the Programme</p> <p>Platforms/fora for public-private sector dialogues exists</p> <p>Public institutions are open to private sector engagement, and</p>

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
	<p>actors taking into account well-being of local communities/different actors along value chain)</p> <p>3.1.B. Number of project concept notes for transformative and gender-responsive climate action with public private partnerships</p>		<p>3.1.B 12 (1 per country) project/ Programme concept notes for transformative and gender-responsive climate action with public private partnerships developed</p>			<p>private sector sees an interest in addressing climate change</p> <p>The key Programme participants agree on the issues to focus on for the concept notes, and have interest in transformative and inclusive climate action</p>

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
Output 3.2 (Global) Opportunities for innovative public-private collaboration models on transformative climate action explored and disseminated to national and international stakeholders	3.2.A Number of guidelines produced on transformative and gender-responsive climate action with private sector engagement 3.2.B Number of views, downloads and participants to whom the knowledge products on transformative and/or innovative climate action with private sector engagement disseminated	Limited number/ amount of technical information on climate change focused on private sector engagement, in particular in the context of NDCs and NAPs	3.2.A 1 guideline produced on transformative and gender-responsive climate action with private sector engagement 3.2.B At least 5 000 views of articles, 20 000 downloads of publications, 1000 participants in events	Technical briefs, partnership agreement, public declaration Websites, press/web articles, events reports and participants lists	Activity 3.2.1 Produce and disseminate guidance to support national capacities in engaging the private sector on NDCs and/or NAPs Activity 3.2.2 Produce and disseminate technical briefs for private sector engagement on transformative and/or innovative climate action	Private sector companies or coalitions which have an impact on land-use and agriculture are willing to take part in the Programme FAO and UNDP due diligence processes do not object to the partnerships Avenues for dissemination exist outside of the Programme

Outcomes & Outputs	Indicators	Baseline	End of Programme Target	Means of Verification	Activities	Assumptions
Output 3.3 (Global) Technical assistance facility to enhance private sector engagement in NDCs and/or NAPs implementation through public-private sector collaboration established	Number of countries having mechanisms for public-private collaboration that increase information sharing and co-design of climate solutions on sector-level NDC or NAP actions and/or having identified innovative opportunities for inclusive private sector engagement on climate action	No country has requested support	At least 12 countries have mechanisms for public-private collaboration that increase information sharing and co-design of climate solutions on sector-level NDC or NAP actions and/or having identified innovative opportunities for inclusive private sector engagement on climate action	ToRs for support, mission reports, technical studies	Activity 3.3.1: Support target countries to strengthen dialogues with the private sector, identify and address barriers in the enabling environment and develop public-private partnerships for climate ambition and solutions in land use and agriculture Activity 3.3.2: Contribute to South-South Cooperation and cross sector learning mechanisms to encourage learning across countries	Sufficient number of countries express interest in getting support on private sector engagement on land-use and agriculture for their NDCs and/or NAPs

VI. MONITORING AND EVALUATION (M&E) PLAN

166. The project's results, corresponding indicators and mid-term and end-of-project targets in the results framework will be monitored annually and evaluated periodically during implementation. Through iterative management, the findings of this regular monitoring will feed into the project's implementation to contribute to adaptive management. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. A Monitoring Plan detailing the roles, responsibilities, frequency of monitoring project results will also be developed in the first year of Programme implementation.
167. Project-level monitoring and evaluation will be undertaken in compliance with the guidelines on results-based project planning and monitoring in the IKI, as well as UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). UNDP BPPS is responsible for ensuring full compliance with all UNDP Project monitoring, quality assurance, risk management, and evaluation requirements. FAO will contribute to the reporting as a full partner.
168. The costed M&E plan included below will guide the M&E activities to be undertaken by this Programme.

Table 5: M&E Plan

Monitoring and Evaluation Plan and Budget:			
M&E requirements	Responsible Parties	Indicative costs (US\$)	Time frame
Inception Workshop	UNDP & FAO Global Programme Coordinators	USD 200,000	Within 8 months of PAC
Inception Report	UNDP & FAO Global Programme Coordinators	None other than staff costs	Within 8 months of PAC
Detailed M&E Plan (including qualitative surveys to be administered on a regular basis), capacity development plan and Baseline Survey Report	UNDP & FAO Global Programme Coordinators	None other than staff costs	Within 6 months of PAC
Monitoring of indicators in Programme results framework	UNDP & FAO Global Programme Coordinators in cooperation with M&E Officer and national Programme Managers	None other than staff costs	Annually prior to interim report. This will include IKI standard indicators.
Biannual Report	Regional Technical Advisor UNDP & FAO Global Programme Coordinators in cooperation with M&E Officer and national Programme Managers	None other than staff costs	Biannually by 31 March and 30 September
Interim Report (Yearly)	Regional Technical Advisor UNDP & FAO Global Programme Coordinators in cooperation with M&E Officer and national Programme Managers	None other than staff costs	Annually by 30 April
Monitoring all risks (Atlas risk log)	UNDP & Global Programme Coordinators in cooperation with M&E Officer	None other than staff costs	On-going
Monitoring of stakeholder engagement plan	Programme M&E Officer	None other than staff costs	On-going

Monitoring of gender action plan and gender indicators in results framework	Programme Gender Officer	USD 50,000	On-going and bi-yearly report
Monitoring of capacity development plan	UNDP & Global Programme Coordinators	USD 40,000	On-going and bi-yearly report
Programme Board Meetings	Regional Technical Advisor UNDP & Global Programme Coordinators	None other than staff costs	Annually (virtually or alongside other events)
Reports of Programme Board Meetings	UNDP & Global Programme Coordinators	None other than staff costs	Annually
Lessons learned and knowledge generation	Programme Knowledge Management Officer	USD 100,000	On-going
Supervision missions	UNDP & FAO Country Offices UNDP & Global Programme Management team	USD 50,000	Annually
Oversight missions	UNDP-ECE RTA and UNDP-ECE Directorate	None	Troubleshooting as needed
Independent Mid-term Review (MTR) and management response	UNDP and FAO Evaluation Specialists and independent evaluation consultants. Led by UNDP	USD 50,000	31 December 2023
Independent Terminal Evaluation (TE) and management response	UNDP and FAO Evaluation Specialists and independent evaluation consultants. Led by FAO	USD 100,000	30 th June 2026
Audit	Appointed auditors for Project audits	USD 45,000	Annually or other frequency as per UNDP Audit policies.
TOTAL indicative costs		USD 635,000	

169. An initial project inception period of 6 months is planned from May-December 2020. During this period, the project staff (referred to in table 5 and in Annex 4 as “Programme Team”) will be recruited, and in-country consultations will be conducted to take stock of existing data availability, institutional and technical expertise, national and sector development and climate change strategies and plans in each of the 12 countries, to determine country priorities and needs. A workplan and M&E framework, and if possible, a theory of change, will be developed for each country that covers each stage and milestone in the implementation phase:

- International and national Programme staff recruited (Q03-04/2020)
- Initial in-country consultations with UNFCCC focal points and agriculture ministries; drafting of workplans and M&E frameworks (Q03-04/2020)
- Operational planning between FAO and UNDP (Q03-04/2020)
- Project inception workshop involving all countries and partners organised virtually or on the sidelines of another global/regional event (Q01/2021)

Programme start:

170. An Inception Workshop will be held within the first 12 months of initiation with those with assigned roles in the organisation structure, and, where appropriate/feasible, regional technical policy and advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project’s results and to plan the first-year annual work plan, engaging relevant stakeholders in reviewing and consolidating the ToC and developing and adopting an M&E framework. During the inception workshop, the following should be addressed:

- Assist all partners to fully understand and take ownership of the Programme. Detail the roles, support the roles, functions, and responsibilities of UNDP-ECE staff vis-à-vis the Programme team including those based

in UNDP and FAO. Discuss the roles, functions, and responsibilities within the Programme's decision-making structures, including reporting and communication lines and conflict resolution mechanisms. Based on the project results framework, finalise the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.

- Provide a detailed overview of reporting, M&E requirements. The M&E work plan and budget should be agreed and scheduled.
- Discuss financial reporting procedures and obligations, and arrangements of necessary audits.
- Plan and schedule project board meetings. Roles and responsibilities of all project's organisation structures should be clarified and meetings planned. The first PB meeting should be held within the first 12 months following the inception workshop.

171. An Inception Workshop report will be prepared and shared with participants to formalise various agreements and plans decided during the meeting.

Bi-annually:

172. As per IKI's requirements, the Programme will submit a [biannual Programme update](#) to IKI twice a year by **31 March** and **30 September via email**. The aim is to provide continuous documentation of up-to-date IKI information regarding

- a) relevant political developments in the Programme environment and significant events in the Programme implementation helping to inform the international cooperation of BMU and
- b) effective public communication on the IKI website.

Annually:

173. As per IKI's requirements, the Programme will submit an [interim report](#)²³ every year by 30 April. The interim report consists of a status report and a financial statement (proof of use of funds). A printed copy and an electronic version of each document must be submitted. The report includes reporting on IKI's standard indicators selected by the Programme as being the most relevant.

Periodic monitoring through site visits:

174. UNDP Country Office (CO) and UNDP-ECE will conduct visits to project sites based on the agreed schedule in the Programme's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/Back to Office Report will be prepared by the CO and UNDP-NCE and will be circulated no less than one month after the visit to the Programme team and Project Board members.

Independent Mid-term Review (MTR):

175. The terms of reference, the review process and the final MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed Programmes available on the [UNDP Evaluation Resource Center \(ERC\)](#).

176. The evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired by UNDP to undertake the assignment will be independent from organisations that were involved in designing, executing or advising on the project to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the project under review.

177. BMU, through Zukunft – Umwelt – Gesellschaft (ZUG) GmbH and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the UNDP-NCE Directorate.

²³ See https://www.international-climate-initiative.com/fileadmin/Dokumente/2020/Formulare/01c_Interim_Report_SI_SG_Version_3.0_2019_final.docx

178. The final MTR report and MTR ToR will be publicly available in English and will be posted on the UNDP ERC by 31st December 2023. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Knowledge management:

179. The Programme team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales. Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The Programme will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries)

Terminal Evaluation (TE):

180. An independent terminal evaluation (TE) will take place upon completion of all major Programme outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed Programmes available on the [UNDP Evaluation Resource Center](#).

181. The evaluation will be 'independent, impartial and rigorous'. As per the FAO policy on evaluation, the FAO Office of Evaluation will lead the final evaluation of the project, with collaboration from the UNDP, to be launched within six months prior to the actual completion date (NTE date) of the project. It will aim at identifying project outcomes, their sustainability and actual or potential impacts. It will also have the purpose of indicating future actions needed to assure continuity of the process developed through the project. The consultants that will be hired by FAO evaluation specialists to undertake the assignment will be independent from organisations that were involved in designing, executing or advising on the Programme to be evaluated. Equally, the consultants should not be in a position where there may be the possibility of future contracts regarding the Programme being evaluated.

182. The final TE report and TE ToR will be publicly available in English and posted on the UNDP ERC by 30th June 2026. The final evaluation report and management response will also be publicly available on the FAO website. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

183. As per IKI's requirements, the final report consists of a [status report](#)²⁴ and a [financial report](#)²⁵. A printed copy and an electronic version of each document must be submitted.

Agreement on intellectual property rights and use of logo on the Programme's deliverables and disclosure of information:

184. To accord proper acknowledgement to the BMU for providing grant funding, the BMU logo will appear together with the UNDP and FAO logos on all promotional materials, other written materials like publications developed by the Programme, and Programme hardware. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy²⁶ and the IKI Information on public information²⁷.

²⁴ See https://www.international-climate-initiative.com/fileadmin/Dokumente/2019/20191115_Template_Final_Report_Financial_Report.xlsx

²⁵ See https://www.international-climate-initiative.com/fileadmin/Dokumente/2018/01b_Template_Final_Report_Status_Report.doc

²⁶ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

²⁷ See https://www.international-climate-initiative.com/fileadmin/Dokumente/2019/20191202_IKI-information_on_PR_work.pdf

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

185. The project (referred to as “The Programme”) will be implemented under UNDP’s Direct Implementation Modality (DIM) in accordance with UNDP standards and regulations, rules and procedures, and with due regard to the contractual requirements set out in the funding agreement with BMU. The implementation of the project will be managed and overseen by the UNDP Bureau for Policy and Programme Support (BPPS), Nature, Climate and Energy Unit. FAO Headquarters (FAO HQ) will be a Responsible Party and implement the activities listed under paragraph 188 below and as per the budget indicated in Section VIII.

186. Day-to-day management will be undertaken by a Programme Management Unit, under the UNDP BPPS Climate Change Adaptation team, in coordination with a counterpart based out of FAO-Rome. At country-level, the project will be implemented by the UNDP and FAO Country Offices who will be delegated spending authority based on a country-specific workplan that will be prepared during the first six months of the project.

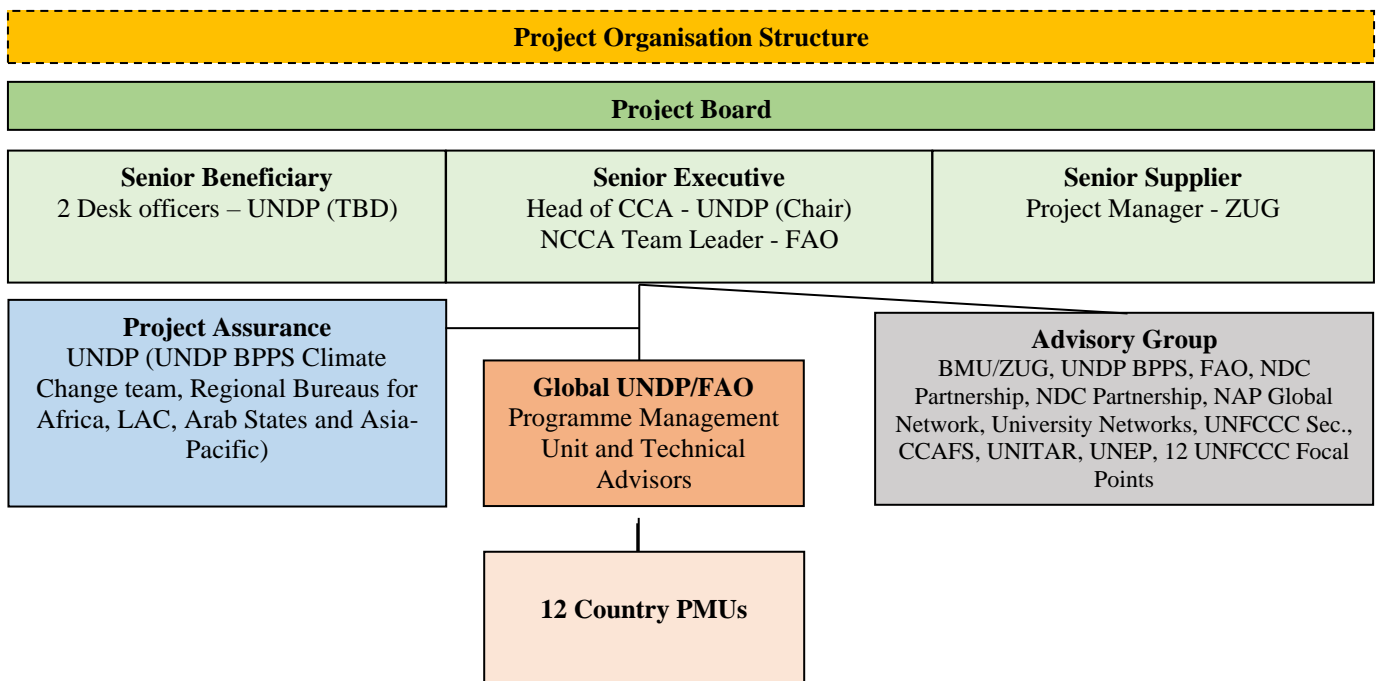


Figure 4: Programme Organisation Structure

187. Project Board: The PB will be the strategic decision-making body of the Programme (See Annex 5 for ToRs for Project Board and Technical Advisory Group). It will provide overall guidance and direction to the project, and also be responsible for making decisions on a consensus basis, when high-level strategic guidance is required, including the approval of major revisions in project strategy or implementation approach. The PB will meet once per year and consist of:

- Desk officers representing two regions, UNDP;
- The Head of Climate Change Adaptation, UNDP-NCE, UNDP (Chair);
- The Team Leader for National Climate Change Action, FAO;
- The Project Manager, ZUG.

The PB will review progress towards project implementation at regular intervals (but at least annually), or as required, at the request of the Global Programme Coordinators. The PB will also approve the annual work plan prepared by Global Programme Coordinators, with the assistance of the Programme Management Unit. The annual work plan will be the instrument of authorisation through which the Global Programme Coordinators

and their team will deliver results. Additional functions of the PB are to: a) ensure that BMU resources are committed exclusively to activities that relate to the achievement of approved project objective and outcomes and in line with approved annual work plans; b) arbitrate significant conflicts within the project; and c) negotiate a solution to major problems that may arise between the project and external bodies. In order to ensure ultimate accountability for project results, PB decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. PB members, and associated travel, are not funded through this project. The PB will take place virtually or alongside global and regional events at which PB members are present at least once a year.

188. Responsible Parties: FAO will function as a Responsible Party through a UN-to-UN Agreement and will be engaged in implementing activities and delivering outputs that are under its mandate in accordance with the Implementation Plan (Annex 3) which will be finalised during project inception phase and aligned with the Programme’s first annual work plan. As a Responsible Party, FAO will assume responsibility for the delivery of specific project activities indicated below in coordination with the PMU and based on agreed terms of reference.

TASK	Responsible Agency (Indicative)
Outcome 1: Information and assessments generated and used by national stakeholders to identify transformative climate actions to advance NDC/ NAP priorities in land use and agriculture.	
Activity 1.1.1: Conduct participatory technical reviews of NDCs and/or NAPs to identify priority land-use and agriculture actions with transformative and systems-change potential	UNDP
Activity 1.1.2: Conduct participatory systems-level assessments to define evidence-based inclusive implementation options for NDC and/or NAP priorities in land-use and agriculture	FAO
Activity 1.2.1: Compile, adapt, and produce tools for the technical reviews of NDCs and/or NAPs, systems-level assessments and other related analytical tools	FAO/UNDP
Activity 1.2.2: Develop user-guidance material and disseminate tools and best practices	FAO/UNDP
Outcome 2: Climate risk-informed land-use and agriculture sector priorities integrated into national and sectoral planning, budgeting and monitoring	
Activity 2.1.1: Strengthen multi-stakeholder coordination and institutional capacities for the integration of NDC and/or NAPs’ priorities on land-use and agriculture in policies, plans and budgets	UNDP
Activity 2.1.2: Improve/develop MRV and M&E systems at national and/or sectoral level for monitoring and reporting on the UNFCCC, CBD, SFDRR and SDGs in regard to mitigation and/or adaptation in land-use and agriculture, including collection of gender disaggregated data	FAO
Activity 2.1.3: Enhance NDCs and/or NAPs by integrating transformative and inclusive land-use and agriculture priorities	UNDP
Activity 2.2.1 Produce and disseminate guidance/toolkit to support national capacities to integrate land-use and agriculture into government policy, planning, budgeting, and MRV/M&E systems	FAO/UNDP
Activity 2.2.2: Contribute to the global advocacy and knowledge sharing on NDC, NAPs, and transformative actions for land-use and agriculture	FAO/UNDP
Activity 2.2.3: Support an additional set of countries to incorporate land-use and agriculture sector into national climate related goals and enhance their NDCs and/or NAPs	FAO
Outcome 3: Private sector engagement in climate action in land-use and agriculture increased	
Activity 3.1.1: Identify policy and financial de-risking measures and business opportunities	UNDP
Activity 3.1.2: Develop project concept notes to leverage investment for transformative and inclusive action in partnership with the private sector	FAO

Activity 3.2.1 Produce and disseminate guidance to support national capacities in engaging the private sector on NDCs and/or NAPs	FAO/UNDP
Activity 3.2.2 Produce and disseminate technical briefs for private sector engagement on transformative and/or innovative climate action	FAO/UNDP
Activity 3.3.1: Support target countries to strengthen dialogues with the private sector, identify and address barriers in the enabling environment and develop public-private partnerships for climate ambition and solutions in land use and agriculture	FAO/UNDP
Activity 3.3.2: Contribute to South-South Cooperation and cross sector learning mechanisms to encourage learning across countries	FAO/UNDP

189. Project Management Unit (referred to as “The Programme Team”): UNDP and FAO will provide office space for the project staff, the costs of which will be borne by the project. Technical staff of this project will include:

- UNDP Global Programme Coordinator (cost-shared with other UNDP initiatives)
- FAO Global Programme Coordinator – based out of FAO-Rome
- 2 Programme Management Officers at UNDP and FAO (cost-shared with other UNDP/FAO initiatives)
- Communications and Knowledge Management UN Volunteer or International Consultant based at UNDP
- Monitoring and Reporting UN Volunteer or International Consultant based at UNDP
- One Programme Assistant and one Finance Assistant based at UNDP

The Programme will also be supported (prorata) by a UNDP Global Policy Advisor to ensure strategic relevance and synergies with other global initiatives. Technical expertise and logistical support will also be procured as needed, incl. long-term term part-time experts to guide the overall Programme and provide quality assurance on specific issues (value chains experts, economists, public finance and governance experts, gender experts, private sector engagement experts, etc.). The Project will also rely on UNDP’s Global Policy Network experts, and technical experts at FAO. At country-level, one Programme Coordinator will be recruited by UNDP and FAO. The Terms of Reference (ToRs) for the technical staff of the PMU is included as Annex 4.

At country-level, the project will be jointly coordinated by UNDP and FAO Country Offices. The modalities for the recruitment and supervision of the Project Coordinator will be discussed at country-level between the two agencies (see Annex 4, O).

190. Project Advisory Group (referred to as “The Programme Advisory Group”): A Project Advisory Group (AG) will be established to advise on technical aspects of the Programme, including how this project fits with other activities underway to support countries’ NDCs. This body will include the donor (BMU) and its support agency (ZUG), representatives of other relevant initiatives and units at UNDP (desk officers, NCE Directorate, NDC Implementation Support Unit, Green Commodity Programme, Finance Sector Hub, and others), and FAO, the NDC Partnership Secretariat, as well as technical partners with expertise on NDC, NAPs and agriculture (NAP Global Network, CCAFS, UNEP, UNITAR) and private sector representatives (UN Global Compact, WBCSD). It will also include representatives of the 12 participating countries (UNFCCC Focal Points). It will be called upon to advise on technical aspects of the Programme’s implementation before each PB meeting. Its membership will be reviewed and updated on a yearly basis by the Board, based on project’s progress and needs.

At country-level, project teams are encouraged to set up a technical working group composed of at least the two UNDP and FAO Country Offices, the ministries of Agriculture, Land Use Planning, Environment and other related ministries, as well as any other key stakeholders they deem relevant, especially the ministries in charge of Planning and Finance".

191. Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board

cannot delegate any of its quality assurance responsibilities to the Programme Management Team. UNDP provides a two– tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function (as per para. 189) and sign off will be performed by the UNDP-NCE Regional Technical Advisor. UNDP will ensure that project monitoring and evaluation run according to an agreed schedule, and in line with UNDP requirements. This is further described in Section VI above. FAO will report to UNDP on both substantive and financial aspects of this Programme in accordance with an agreed work plan and schedule and as outlined in the UN Agency to UN Agency Contribution Agreement to be signed by both organisations. UNDP will provide a consolidated report on the substantive and financial aspects of this Programme to BMU as per Agreement signed on 27-28 November 2019 (see Annex 1).

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Award ID:	00125589	Atlas Output Programme ID:	00119908
Atlas Proposal or Award Title:	Scaling up Climate Ambition on Land-use and Agriculture		
Atlas Business Unit	UNDP 1		
Atlas Primary Output Programme Title	Support Programme on SCALA		
UNDP-GEF PIMS No.	6520		
Implementing Partner	UNDP		

Outcomes	Atlas Implementing Agent	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount 2020) (USD)	Amount 2021 (USD)	Amount 2022 (USD)	Amount 2023 (USD)	Amount 2024 (USD)	Amount 2025 (USD)	Total (USD)	See budget note:*
Outcome 1	UNDP		BMU	Salaries - IP Staff	61300	-	35,000	35,000	70,000	70,000	35,000	245,000	1
				International Consultants	71200	30,000	115,000	115,000	115,000	115,000	40,744	530,744	2
				Contractual service companies	72100	-	30,000	30,000	30,000	30,000	-	120,000	3
				Travel	71600	-	20,000	20,000	20,000	20,000	10,000	90,000	4
				Audio visual and Print Prod Cost	74200	-	5,000	5,000	5,000	5,000	2,500	22,500	5
				UN Volunteer	71500	-	20,000	20,000	20,000	20,000	10,000	90,000	6
				Country Office allocation (to be specified during inception phase)	70000	-	300,000	300,000	400,000	400,000	-	1,400,000	7
				Sub-total Outcome 1		30,000	525,000	525,000	660,000	660,000	98,244	2,498,244	
	FAO			Salaries - IP Staff	61300	21,399	222,183	219,624	219,624	219,624	168,426	1,070,880	8

				International Consultants	71200	24,857	153,257	153,257	153,257	153,257	122,693	760,578	9
				Contractual service companies	72100		-	151,319	-	-	-	151,319	10
				Training and Workshops	75700			16,104	-	16,102	-	32,206	11
				Travel	71600	2,903	15,512	15,512	15,582	15,512	9,677	74,698	12
				Audio visual and Print Prod Cost	74200		1,305	1,305	1,929	1,305	1,248	7,092	5
				Information and Technology Equipment	72800	2,013	2,013	2,013	1,342	-	-	7,381	13
				Miscellaneous	74500	46,189	21,482	21,481	21,482	21,482	15,615	147,731	14
				Country Office allocation (to be specified during inception phase)	70000		324,603	319,568	190,847	178,228		1,013,246	7
				Sub-total Outcome 1		97,361	740,355	900,183	604,063	605,510	317,659	3,265,131	
Total Outcome 1						127,361	1,265,335	1,424,960	1,263,839	1,265,489	415,903	5,762,887	
Outcome 2	UNDP		BMU	Salaries - IP Staff	61300	-	35,000	35,000	70,000	70,000	35,000	245,000	1
				International Consultants	71200	25,000	114,000	114,000	114,000	114,000	79,500	560,500	15
				Training and Workshops	75700	-	25,000	20,000	20,000	25,000	-	90,000	17
				Travel	71600	-	21,412	25,000	25,000	25,000	10,000	106,412	18
				Audio visual and Print Prod Cost	74200	-	5,000	5,000	5,000	5,000	2,500	22,500	19
				UN Volunteer	71500	-	20,000	20,000	20,000	50,000	25,000	135,000	20
				Country Office allocation (to be specified during inception phase)	70000	-	300,000	300,000	400,000	400,000	-	1,400,000	7
				Sub-total Outcome 2		25,000	520,412	519,000	654,000	689,000	152,000	2,559,412	
	FAO		BMU	Salaries - IP Staff	61300	18,342	192,464	188,199	188,199	188,199	153,675	929,078	21

				International Consultants	71200	17,693	79,453	79,453	79,453	79,453	67,563	403,068	22
				Contractual service companies	72100	-	-	151,319	-	-	-	151,319	23
				Training and Workshops	75700	-	-	-	16,085	-	-	16,085	24
				Travel	71600	4,928	26,509	26,509	59,174	26,509	16,427	160,056	25
				Audio visual and Print Prod Cost	74200	-	2,174	2,174	3,214	2,174	2,080	11,816	5
				Information and Technology Equipment	72800	1,953	1,953	1,953	1,302	-	-	7,161	13
				Miscellaneous	74500	47,566	21,950	21,949	21,949	21,948	15,955	151,317	14
				Country Office allocation (to be specified during inception phase)	70000	-	399,620	394,733	330,373	318,125	-	1,442,851	7
				Sub-total Outcome 2		90,482	724,123	866,289	699,749	636,408	255,700	3,272,751	
Total Outcome 2						115,481	1,244,726	1,385,283	1,353,743	1,325,600	407,700	5,832,533	
Outcome 3			BMU	Salaries - IP Staff	61300	-	41,057	41,057	82,113	82,113	41,057	287,396	1
				International Consultants	71200	25,000	160,000	160,000	160,000	160,000	65,000	730,000	26
				Local Consultants	71300	-	20,000	20,000	20,000	20,000	16,000	96,000	16
				Contractual service companies	72100	-	40,000	50,000	50,000	50,000	20,000	210,000	27
				Training and Workshops	75700	-	25,000	20,000	20,000	25,000	-	90,000	28
				Travel	71600	-	20,000	38,000	30,000	30,000	20,000	138,000	29
				Audio visual and Print Prod Cost	74200	-	1,000	1,000	1,000	1,000	1,000	5,000	30
				UN Volunteer	71500	-	50,000	50,000	50,000	50,000	25,000	225,000	20
				Country Office allocation (to be specified during inception phase)	70000	-	300,000	300,000	400,000	400,000	-	1,400,000	7

				Sub-total Outcome 3		25,000	657,057	680,057	813,113	818,113	188,057	3,181,396	
	FAO		BMU	Salaries - IP Staff	61300	21,399	210,596	208,890	208,890	208,890	155,058	1,013,723	8
International Consultants				71200	18,729	173,171	173,171	173,171	173,171	135,143	846,556	31	
Contractual service companies				72100	-	-	454,384	428	-	-	454,812	32	
Travel				71600	1,940	10,376	10,376	10,446	10,376	6,467	49,981	33	
Audio visual and Print Prod Cost				74200	-	870	870	1,286	870	832	4,728	30	
Information and Technology Equipment				72800	1,953	1,953	1,953	1,302	-	-	7,161	13	
Miscellaneous				74500	46,213	21,668	21,667	21,668	21,667	15,748	148,631	14	
Country Office allocation (to be specified during inception phase)				70000	-	324,883	662,397	598,036	243,388	-	1,828,704	7	
Sub-total Outcome 3								90,234	743,517	1,533,708	1,015,227	658,362	313,248
Total Outcome 3						115,233	1,400,703	2,213,695	1,828,270	1,476,604	501,306	7,535,810	
Total UNDP						80,000	1,702,469	1,724,057	2,127,113	2,167,113	438,301	8,239,052	
Total FAO						278,077	2,207,995	3,300,180	2,319,039	1,900,280	886,607	10,892,178	
Total operation costs (Outcome 1+2+3)						358,077	3,910,464	5,024,237	4,446,152	4,067,393	1,324,908	19,131,230	
PMC	UNDP		BMU	Contractual service - individual	71400	-	150,000	150,000	150,000	150,000	75,000	675,000	34
				Rental & Maintenance-Premises	73100	-	34,200	34,200	34,200	34,200	17,100	153,900	35
				Rental & Maint of Other Equip	73400	-	1,000	1,000	1,000	1,000	1,000	5,000	36
				Supplies	72500	-	1,000	1,000	1,000	1,000	1,000	5,000	37
				Travel	71600	-	5,000	5,000	5,000	5,000	3,000	23,000	38
				Audio visual and Print Prod Cost	74200	-	2,000	1,000	1,000	1,000	-	5,000	39

				Information and Technology Equipment	72800	5,000	-	-	5,000	-	-	10,000	40
				Professional Services	74100	4,500	9,000	9,000	9,000	9,000	4,500	45,000	41
				Foreign Currency Exchange Loss	76100	2,000	3,000	3,000	3,000	3,000	2,000	16,000	42
				DPC	74500	12,500	20,000	20,000	20,000	20,000	9,070	101,570	43
Total Project management costs						24,000	225,200	224,200	229,200	224,200	112,670	1,039,470	
TOTAL PROJECT COSTS EXCLUDING GMS						382,075	4,135,964	5,248,138	4,675,052	4,291,893	1,437,578	20,170,700	
GMS (8%)						30,566	330,877	419,851	374,004	343,351	115,006	1,613,656	44
TOTAL PROJECT COSTS INCLUDING GMS						412,641	4,466,841	5,667,989	5,049,056	4,635,244	1,552,585	21,784,356	

BUDGET NOTES		
Outcome 1		
1	UNDP	1 Lead Programme Advisor (75% time P4/P3) split across Outcomes 1-2-3. Please refer to Annex 4 for more details. 1 part-time Global Advisor (15% time P4/P5) split across Outcomes 1-2-3
2	UNDP	International Consultants to provide programme management support, regional technical backstopping (Africa, Asia, LAC) across Outcomes 1-2-3. Please refer to Annex 4 for more details
		International Consultants to provide long-term technical expertise on agri-business and value chains, gender, editing, graphic design, webdesign (part-time)
		International Consultants to provide short-term technical expertise on NDCs, agronomy, agri-business and value chains, and other technical areas as required under Outcome 1 (short-term)
3	UNDP	Contractual services for advisory services on climate information, value chain analysis, landscape analysis
4	UNDP	Travel related to in-country backstopping, consultations and training; travel to global meetings
5	UNDP & FAO	Printing and audiovisual costs for brochures and briefs related to methodologies, lessons learnt and good practice for VC, landscape assessments, NDC analysis
6	UNDP	Knowledge Management and Communications Specialist (IUNV) to lead on communications and knowledge dissemination across Outcomes 1-2-3
7	UNDP & FAO	Country Office allocation for 12 countries under 3 outcomes (600,000/country and potential top up of 100,000 USD) to undertake activities under an agreed workplan that will be drafted during the inception phase and will contribute to Outputs 1.1, 2.1 and 3.1. Specific budget codes distribution will be decided during the inception phase. Any remaining budget at the end of project implementation will be returned to the global budget and reallocated to other project activities.
8	FAO	Global Project Coordinator (1 full-time P5/4) split across Outcomes 1-2-3. Please refer to Annex 4 for more details.

		1 Programme Officer (part-time P3/P4) to support project implementation and coordination split across Outcomes 1-2-3. Please refer to Annex X for more details.
		1 part time Climate Change Specialist (P2) split across Outcomes 1-2-3. Please refer to Annex 4 for more details.
9	FAO	International Consultants to provide technical support on appraise and prioritise climate actions in agriculture, land and water, including value chain analysis, cost-benefit analysis, climate change adaptation and mitigation, impact assessments, climate information services, vulnerability assessments e-agriculture and agricultural innovations, and other technical areas under Outcome 1 (full or 50% time)
		International Consultants to provide M&E, gender, knowledge management , editing, graphic design, communications (full or part-time)
10	FAO	Contractual services for advisory services on empirical assessments, climate information, data collection, value chain analysis, and other technical areas under Outcome 1
11	FAO	Global workshops on the sideline of regional and global levels (NAP Expo, COP, SBs)
12	FAO	Travel related to in-country backstopping, consultations and trainings on empirical assessments, data collections.
13	FAO	IT equipment for global PMU (laptops, monitors; printer cartridges, data storage, software)
14	FAO	General operating and miscellaneous expenditures for project implementation (Office space rental, electricity, paper, internet, Postal, Pouch and Courier Services, Utilities, Security Services etc)
Outcome 2		
15	UNDP	International Consultants to provide programme management support, regional technical backstopping (Africa, Asia, LAC) across Outcomes 1-2-3. Please refer to Annex 4 for more details
		International Consultants to provide long-term technical expertise on private sector engagement, climate adaptation policy, public finance management (part-time)
		International Consultants to provide short-term technical expertise on NDCs, NAPs, public finance management, M&E and other technical areas as required (short-term)
		MTR evaluation consultants
17	UNDP	Global workshops on the sideline of regional and global levels (NAP Expo, COP, SBs)
18	UNDP	Travel related to in-country backstopping, consultations and training; travel to global meetings
19	UNDP & FAO	Printing and audiovisual costs for brochures and briefs related to lessons learnt on planning and budgeting, M&E/MRV and derisking approaches
20	UNDP	M&E and Report Specialist (IUNV) to lead on Programme M&E and Reporting and provide technical support to Outcome 2 (cost-shared with other UNDP Programme for Y1-3)
		Knowledge Management and Communications Specialist (IUNV) to lead on communications and knowledge dissemination across Outcomes 1-2-3
21	FAO	Global Project Coordinator (1 full-time P5/4) split across Outcomes 1-2-3. Please refer to Annex 4 for more details.
		1 Programme Officer (part-time P3/P4) to support project implementation and coordination split across Outcomes 1-2-3. Please refer to Annex 4 for more details.
		1 part time Climate Change Specialist (P2) split across Outcomes 1-2-3. Please refer to Annex 4 for more details.

		Evaluation Staff and consultants (pro-rata for TE)
22	FAO	International Consultants to provide long-term technical expertise on agriculture, agricultural policies and plans, climate change adaptation and mitigation, long term strategies, gender, knowledge management, M&E, and other technical areas under Outcome 2 (full or short term)
		International Consultants to provide short-term technical expertise on NDCs, adaptation policy, agronomy, economics of adaptation, budget and public expenditure reviews, and other technical areas under Outcome 2 (short-term)
23	FAO	Contractual services for advisory services on climate change policies, plans, lessons learned, gender, knowledge management, M&E, and other technical areas under Outcome 2
24	FAO	Global workshops on the sideline of regional and global levels (NAP Expo, COP, SBs), trainings of staff, etc.
25	FAO	Travel related to in-country backstopping, consultations and trainings on climate change policies, plans, lessons learned, etc, travel to global meetings including UNFCCC, travel-trainings of staff, etc.
Outcome 3		
26	UNDP	International Consultants to provide programme management support, regional technical backstopping (Africa, Asia, LAC) across Outcomes 1-2-3. Please refer to Annex 4 for more details
		International Consultants to provide long-term technical expertise on private sector engagement, green commodities, nature-based solutions, gender (part-time)
		International Consultants to provide short-term technical expertise on private sector engagement, project development, financial mechanisms, and other technical areas as required (short-term)
16	UNDP	Local Consultants to support private sector enhancement
27	UNDP	Contractual services for advisory services on private sector engagement and innovative CCA action and finance
28	UNDP	Global workshops on the sideline of regional and global levels (Global Compact, private sector events)
		National workshops for private sector engagement
29	UNDP	Travel related to in-country backstopping, consultations and training; travel to global meetings
		Travel for private sector enhancement support
30	UNDP & FAO	Printing and audiovisual costs for brochures and briefs related to lessons learnt on innovative finance, private sector engagement and pilot tests
31	FAO	International consultants long-term technical expertise on private sector engagement, agri-business, climate finance, public-private partnerships, e-agriculture and agricultural innovations, and other technical areas under Outcome 3
32	FAO	Contractual services with academic and research institutes, think tanks and similar for advisory services on private sector engagement, agri-business, climate finance, public-private partnerships, e-agriculture and agricultural innovations, and other technical areas under Outcome 3

33	FAO	Travel related to in-country backstopping, consultations and trainings on private sector engagement, agri-business, climate finance, public-private partnerships, etc
PMC		
34	UNDP	1 Finance Assistant
		1 Programme Assistant
35		Rental of 2 office spaces for Programme Assistants Rental of 4 office spaces for 4 Programme technical staff.
36		Maintenance costs for equipment
37		Office supplies for PMU (markers, pens, paper, business cards)
38		Travel for Programme Assistants for country supervision or trainings
		Travel related to MTR and TE
39		Printing and audiovisual costs for Programme Management
40		IT equipment for Programme Assistants (laptops, monitors; printer cartridges, data storage, software) IT equipment for global PMU (laptops, monitors; printer cartridges, data storage, software)
41		Service for auditing (9,000 USD/y)
42		Foreign currency gain/loss contingency
43		UNDP Direct Project Costs (2% of programmable amount) DPCs are execution – related costs that are separate and distinct from General Management Support (GMS) costs.
GMS		
44		UNDP administrative cost (8% of programmable amount)

IX. LEGAL CONTEXT

192. This Project (referred to as “The Programme” in the rest of the document) forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Programme 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.”
193. 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.
194. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

195. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
196. 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.
197. 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>).
198. UNDP as the Implementing Partner will: (a) conduct Project and Project-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Project 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.
199. 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.
200. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Project 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.
201. 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 parties, 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 parties, 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 parties, 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 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 Programme and Project. 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 parties, 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, 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.

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.

- l. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
- n. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management Standard Clauses” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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XII. MANDATORY ANNEXES

1. Agreement between BMU and UNDP
2. IKI Standard Indicators selected for the Programme
3. Implementation plan (GANTT Chart)
4. Terms of Reference for key PMU staff
5. Terms of Reference for Project Board and Technical Advisory Group
6. SESP
7. UNDP Atlas Risk Log
8. Sustainability
9. Participating Countries' Contexts

ANNEX 1: AGREEMENT BETWEEN BMU AND UNDP

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AGREEMENT BETWEEN THE GOVERNMENT OF GERMANY AND THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) REGARDING CONTRIBUTION TO THE UNDP TRUST FUND FUNDING WINDOWS NATURE, CLIMATE AND ENERGY

1. Pursuant to the Terms of Reference (the “Terms of Reference” and/or the “TOR”) of the UNDP Trust Fund titled ‘Nature, Climate and Energy’ Funding Window (the “Trust Fund”) established by the Administrator of UNDP on 18 July 2019, and which Terms of Reference are attached to this Agreement as Annex 1; the Government of Germany (the “Donor”) is making available a contribution of EUR 19,801,980.20 (nineteen million eight hundred one thousand nine hundred eighty euro and twenty cent) (the “Contribution”) to be administered by the United Nations Development Programme (“UNDP” and together with the Donor, the “Parties”) in accordance with the above mentioned Terms of Reference and UNDP’s regulations, rules, directives, policies and procedures.
2. The Contribution is intended for use only in the UNDP “Support Programme on Scaling up Ambition on Land Use and Agriculture through NDCs and NAPs” (the “Project”) to be jointly implemented with FAO. Notwithstanding the Terms of Reference/TOR, a General Management Support Services fee (“GMS”) of at least 8% shall be applied to this type of Contribution. The Contribution is subject to the 1% coordination levy in accordance with Annex 2 which forms an integral part of this Agreement.

The Project will provide technical assistance to the targeted countries (to be determined in consultation with the Donor) in the following areas:

- a) Enhanced capacity to identify and appraise innovative and transformative climate-sensitive agriculture and land use actions into NDCs;
 - b) Strengthened national and sectoral plans and budgets to integrate agriculture and land use sectors’ climate-related priorities;
 - c) Increased climate action in agriculture and land use through stronger mobilization of private sector engagement and finance.
 - d) The programme will provide technical support to countries in overcoming barriers related to climate risk information, climate governance and policy de-risking, and harness stronger engagement from the private sector for climate action. This programme will work through a whole-of-government response to accelerating climate action and enhancing NDC ambition in the food and agriculture systems.
3. The Donor shall contribute to UNDP the amount of the Contribution and the coordination levy to the following bank account:

Bank:	Bank of America
Account name:	UNDP Contributions (EURO) Account
Account no:	600862722022
Bank address:	Mail Code: 473-672-09-01 5 Canada Square London E14 5AQ, UNITED KINGDOM
IBAN/ABA:	GB59BOFA16505062722022
SWIFT Code:	BOFAGB22

4. The Donor shall contribute to UNDP the amount of the Contribution and the coordination levy in accordance with the following schedule of payments:

<u>Schedule of Payments</u>	<u>Currency</u>	<u>Amount</u>
Upon Signature	EUR	20,000,000

Following the signature of the Agreement the Donor will inform UNDP when the Contribution and the coordination levy is paid via an e-mail message with remittance information to Contributions@undp.org.

5. UNDP will monitor the Fund and its progress towards the expected results as agreed in the Results Framework and in accordance with UNDP Rules, Regulations and Policy. UNDP shall provide to the Donor the following reports with respect to the Trust Fund prepared in accordance with UNDP accounting and reporting procedures:
- An annual Funding Window report summarizing programmatic activities and results, lessons learned and challenges, an overview of donors, a breakdown by Sub-window, key programme areas, and geographic locations, as well as provisional financial data.
 - An annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year.
6. This Agreement may be terminated by UNDP or by the Donor after consultations between the Donor and UNDP and provided that the funds from the Contribution already received are, together with other funds available to the Funding Window, sufficient to meet all commitments and liabilities incurred in the implementation of the activities of the Trust Fund. The Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate the Agreement.
7. Any payments related to Contributions for the Trust Fund (even if the contribution is specific to a Sub-Window, a Region, a Country and/or a Project) that remain unspent and uncommitted after such commitments and liabilities have been satisfied shall continue to be administered by UNDP in the context of the referenced Funding Window (or Sub-Window, or Region, or Country or Project) and shall be disposed of by UNDP only after the closure of Trust Fund and on pro-rata basis to each donor of the Trust Fund vis-à-vis the percentage of their respective contributions. Without prejudice to the foregoing, any unspent and uncommitted funding under a Project, funded by the Trust Fund, following the closure of the Project, shall be reallocated automatically by UNDP to the Trust Fund.
8. Activities supported by the Funding Windows are evaluated in accordance with the UNDP Evaluation Policy. All UNDP programmes and projects, are evaluated in accordance with UNDP Evaluation Policy. UNDP and the relevant stakeholders, including the Donor, will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating the specific programme/project. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators. The cost of such evaluation shall be borne by the programme/project and be carried out in accordance with UNDP Evaluation Policy.

9. The Parties agree that it is important to take all necessary precautions to avoid corrupt practices. To this end, UNDP shall maintain standards of conduct to govern the performance of its staff, including the avoidance of corrupt and fraud practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the UNDP Financial Regulations and Rules, and the UNDP Procurement Manual.
10. Consistent with numerous United Security Council resolutions, including S/RES/1269 (1999), S/RES 1368 (2001), and S/RES/1373 (2001), both the Donor and UNDP are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of UNDP to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNDP undertakes to use reasonable efforts to ensure that none of the Donor funds provided under this Agreement are used to provide support to individuals or entities associated with terrorism.
11. UNDP's regulations, rules, directives, policies and procedures will apply in the case of matters related to accounting, asset disposal, auditing, cost recovery, operational rate exchange, financial reporting, use of interest, procurement and project management practices. The main set of UNDP's regulations, rules, directives, policies and procedures can be found here:

<http://www.undp.org/content/undp/en/home/accountability/policies-and-procedures.html>

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/UNDP%20Financial%20Regulations%20and%20Rules.pdf&action=default

12. Any notice or correspondence between UNDP and the Donor will be addressed as follows:

(a) To the Donor:

Federal Ministry for the Environment, Nature
Conservation and Nuclear Safety
Stresemannstraße 128 - 130
10117 Berlin, Germany

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to the Donor email address provided below as confirmation that the remitted funds have been received by UNDP**

Donor email address: IKI6@bmu.bund.de
Attention: Dr. Philipp Behrens

(c) To UNDP:

United Nations Development Programme
One United Nations Plaza

New York, NY 10017

UNDP email address: adriana.dinu@undp.org
Attention: Ms. Adriana Dinu

13. This Agreement shall enter into force upon signature and deposit by the Donor of the first payment to be made in accordance with the schedule of payments set out in Article 5 of this Agreement.

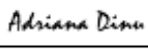
For the Donor:

Signature:  _____

Name and title: Dr. Philipp Behrens, Head of Division

Place and Date: Berlin, 28-Nov-19

For UNDP:

Signature:  _____

Name and title: Adriana Dinu, Deputy Assistant Administrator
Deputy Director, Bureau for Policy and Programme Support

Place and Date: New York, 27-Nov-19

AGREEMENT BETWEEN THE GOVERNMENT OF GERMANY AND THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) REGARDING CONTRIBUTION TO THE UNDP TRUST FUND FUNDING WINDOWS [NATURE, CLIMATE AND ENERGY]

ANNEX 2 – COORDINATION LEVY

UNITED NATIONS GENERAL ASSEMBLY RESOLUTION A/RES/72/279

The present Annex is an integral part of the AGREEMENT BETWEEN THE GOVERNMENT OF GERMANY AND THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) REGARDING CONTRIBUTION TO THE UNDP TRUST FUND FUNDING WINDOWS [NATURE, CLIMATE AND ENERGY].

Pursuant to paragraph 10(a) of United Nations General Assembly Resolution A/RES/72/279 (31 May 2018), the Donor agrees that an amount corresponding to 1% of the total contribution to UNDP shall be paid to finance the United Nations Resident Coordinator System. This amount, hereinafter referred to as the “coordination levy” will be held in trust by UNDP until transfer to the United Nations Secretariat for deposit into the United Nations Special Purpose Trust Fund, which has been established to finance the United Nations Resident Coordinator System and is managed by the United Nations Secretariat.

The Donor acknowledges and agrees that once the coordination levy has been transferred by UNDP to the United Nations Secretariat, UNDP is not responsible for the use of the coordination levy and does not assume any liability. The fiduciary responsibility lies entirely with the United Nations Secretariat as the manager of the Resident Coordination System.

The Donor acknowledges and agrees the coordination levy does not form part of UNDP’s cost recovery and is additional to the costs of UNDP to implement the activity or activities covered by the contribution. Accordingly, there is no obligation for UNDP to refund the levy, in part or in full, even where the activities covered by the contribution are not carried out in full by UNDP. As deemed necessary by the donor, however, especially where the scale of the resources concerned or reputational risk justify the refund transaction costs, the donor can submit a request for refund to the United Nations Secretariat directly.

UNDP will not administer the coordination levy. UNDP will not report on the use of the coordination levy. UNDP does not have any liability on the use of the coordination levy by the United Nations Secretariat. Clarifications on the administration, reporting and/or use of the coordination levy by the United Nations Secretariat shall be discussed by the Donor and the United Nations Secretariat on bilateral basis.

A Contribution of EUR 19,801,980.20 is made under the Agreement. In addition to the Contribution amount, the Donor is paying a coordination levy amount of EUR 198,019.80. This coordination levy amount will be transferred to UNDP at the bank account indicated in the Agreement immediately after its signature.

ANNEX 2: IKI STANDARD INDICATORS SELECTED FOR THE PROGRAMME**Capacity indicators** *CP (Capacity Policies):*

Unit	Target value (end of project)	Achieved value at the end of the reporting period
<i>Number of political frameworks</i>	12	

 CI (Capacity Institutions):

Unit	Target value (end of project)	Achieved value at the end of the reporting period
<i>Number of structures and processes</i>		

 CM (Capacity Methods):

Unit	Target value (end of project)	Achieved value at the end of the reporting period
<i>Number of methods</i>		

ANNEX 3: IMPLEMENTATION PLAN

		2020		2021				2022				2023				2024				2025			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TASK	Responsible Agency (Indicative)																						
Outcome 1: Information and assessments used by national stakeholders to identify and appraise transformative climate actions to advance NDC/NAP priorities in land use and agriculture.																							
Activity 1.1.1: Conduct participatory technical reviews of NDCs and/or NAPs to identify priority land use and agriculture actions with transformative and systems-change potential	UNDP																						
Activity 1.1.2: Conduct participatory systems-level assessments to define evidence-based transformative and inclusive implementation options	FAO																						
Activity 1.2.1: Compile, adapt, and produce tools for the technical reviews of NDCs and/or NAPs, systems-level assessments and other related analytical tools	FAO/UNDP																						
Activity 1.2.2: Develop user-guidance material and disseminate tools and best practices	FAO/UNDP																						

Activity 3.3.2: Contribute to South-South Cooperation and cross sector learning mechanisms to encourage learning across countries	FAO/UNDP																						
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ANNEX 4: TERMS OF REFERENCES FOR KEY PROGRAMME STAFF

Below are brief terms of reference for Programme Staff, as well as technical and logistical support.

A. Global Programme Coordinator – P3/P4 (UNDP recruitment)

The Global Programme Coordinator (UNDP) will be primarily responsible for providing high quality technical support, as well as knowledge and capacity development services to partner countries in coordination with UNDP country offices and FAO. S/he will work with UN agencies, governments, inter-governmental organisations, NGOs, donors, and the private sector in accordance with the objective and outcomes of the UNDP project document and in full alignment with UNDP's key results as outlined in the corporate strategy. The Advisor will provide overall guidance to the joint Programme team, in coordination with the FAO Global Programme Coordinator, while day-to-day management will be delegated to the UNDP Programme Officer. Responsibilities include:

Technical Guidance

- Guide country-level consultations to identify technical gaps, the scope and direction of the NAP process and expectations for advancing medium- to long-term planning for adaptation as part of the on-going planning and budgeting processes at national and sub-national levels;
- Maintain a strategic understanding of, and engagement with, the substantive technical issues, institutions, and processes within the countries served of relevance to the NAP process, including establishing contact with and developing strategic partnerships with other agencies, donors, NGOs, the private sector, and scientific institutions etc. as they relate to advancing key elements of the NAP process;
- Provide policy advisory support to agricultural ministry partners and other key ministries including finance, planning and other relevant line Ministries and other stakeholders, on the importance of medium to long-term planning and budgeting for adaptation;
- Support the development of specific policy analysis and development tools and guidance;
- Facilitate partnerships for South-South and North-South transfer of technical and process-orientated information on experiences, good practice, lessons and examples of relevance to medium- to long-term national, sectoral and local plans and planning and budgeting processes;
- Facilitate training in the use of the tools and approaches to advance to medium- to long-term adaptation planning and budgeting in partnership with FAO;
- Evaluate, capture, codify, synthesize lessons and stimulating the uptake of best practices and knowledge, including the development of case studies, resource kits and other knowledge materials;
- Respond to queries on project progress, impacts and lessons.

Project Leadership

- Supervise, coordinate and lead the ICI-SCALA joint UNDP programme team in discharging their duties at an optimum level through ensuring efficient and effective resources planning, budgeting and utilization
- Provide overall leadership on the Programme's inception
- Identify and source technical expertise and support including assisting with the preparation of TORs, identification and evaluation of experts and reviewing reports;
- Lead efforts to ensure that project activities are integrated and coordinated with the established operations of both UNDP and FAO within their comparative advantage and their areas of work;
- Support UNDP country offices in liaising with national partners on NAP and NDC related issues;
- Coordinate with UNDP's NDC Support Programme and Climate Promise Team to ensure synergies and alignment of workplans, including with work related to the NDC Partnership;
- Coordinate with UNDP-NCE Regional Technical Advisors supporting adaptation programming with multiple sources of finance, as well as others both within and outside UNDP on substantive issues relevant to NAPs, especially in relation to Programme countries;

- Coordinate with UNDP-GCP, Climate Finance Network and other relevant initiatives to coordinate approaches and support to Programme countries;
- Ensure strategic partnerships to advance NAPs and NDC with international organisations, UN Agencies, MDBs, private sector, NGOs, etc, including but not limited to the NDC Partnership, and partners of the NAP GSPs: GEF, UNFCCC, WHO, GWP, FAO, IFAD, UNITAR, UNISDR, GIZ.

B. Global Programme Coordinator – P5/P4 (FAO recruitment)

The Global Project Coordinator (FAO) will be contracted by FAO to be responsible for the implementation of the project. He/she will be responsible achieving the project outcomes. The Coordinator will direct and guide other project staff, including day-to-day project coordination with other implementing partners. S/He will ensure that input required from the implementing partners is secured, and the project provides the required support. Responsibilities include:

Technical Guidance

- Provide technical advice, backstopping and policy guidance to support countries participating in the IKI project to reactivate and update national teams supporting the NDC/NAP processes, including identification of a champions and other key stakeholders;
- Guide and review country activities focused on stocktaking of on-going and completed initiatives of relevance to informing and contributing to the NDC/NAP processes;
- Guide country level consultations to identify the scope and direction of the NDC and/or NAP process and expectations for advancing medium- to long-term planning for adaptation and mitigation as part of the on-going planning and budgeting processes at national and sub-national levels;
- Maintain a strategic understanding of, and engagement with, the substantive technical issues, institutions, and processes within the countries served of relevance to NCD/NAPs, including establishing contact with and developing strategic partnerships with other agencies, donors, NGOs, the private sector, and scientific institutions etc.;
- Provide policy advisory support to agricultural ministry partners and other key ministries including finance, planning and other relevant line Ministries) and other stakeholders, on the importance of medium to long-term planning and budgeting for adaptation;
- Support the development of specific policy analysis and development tools and guidance;
- Facilitate partnerships for South-South and North-South transfer of technical and process-orientated information on experiences, good practice, lessons and examples of relevance to medium- to long-term national, sectoral and local plans and planning and budgeting processes;
- Facilitate training in the use of the tools and approaches to advance to medium- to long-term adaptation planning and budgeting in partnership with UNDP;
- Evaluate, capture, codify, synthesise lessons and stimulating the uptake of best practices and knowledge, including the development of case studies, resource kits and other knowledge materials;
- Ensure all team members contribute to gender mainstreaming
- Plan, organise, and participate in knowledge management, communications and outreach activities in collaboration with relevant stakeholders and partners;
- Respond to queries on project progress, impacts and lessons;

Project Leadership

- Supervise, coordinate and lead the FAO project team in discharging their duties at an optimum level through ensuring efficient and effective resources planning, budgeting and utilization
- Assist in the inception, contracting and start-up of project including establishment of indicators, benchmarks and work plans, annual status and financial reports and carry out other Project Board directives;
- Identify and source technical expertise and support including assisting with the preparation of TORs, identification and evaluation of experts and reviewing reports;

- Lead efforts to ensure that project activities are integrated and coordinated with the established operations of both UNDP and FAO within their comparative advantage and their areas of work;
- Support FAO country offices in liaising with national and regional partners on NDC/NAPs related issues;
- Develop and maintain close linkages with relevant agencies, stakeholders, key donors of UNDP, FAO, UNEP-GEF, NGOs, civil society, international organisations, and implementing partners of the project;
- Initiate and seek additional extra-budgetary resources for the scaling up of in country work and to extend the NAPs support to additional countries through this Trust Fund Project;
- Represent FAO in the international climate change meetings including the UNFCCC process and meetings of the Least Developed Country Expert Group (LEG), the Adaptation Committee and its Task Force, the UNDP-UNEP lead Global Support Programme-NAPs and other global initiatives including from the CGIAR system, bi-and multi-lateral initiatives and partnerships;
- Ensure that FAO rules and procedures are fully met in the course of the project implementation including procurement.

C. Programme Officer – P3/P4 (FAO recruitment)

Under the general supervision of the FAO Global Project Coordinator, a Programme Officer will be recruited to manage the day-to-day operations on matters relating to the implementation of the project. The incumbent will:

- Coordinate project budget preparation, financial control, human resources management, travel/logistics, missions and operations backstopping to field offices in coordination with UNDP;
- Coordinate the preparation of briefs, financial and project implementation reports, including final statements to governments and donors in coordination UNDP;
- Build and maintain partnerships with relevant national and international actors;
- Develop and monitor contracts for procurement of goods and services;
- Coordinate field monitoring, programming and assessment missions as required to assess the status of project implementation, emerging needs and to plan project activities;
- Liaise with other UN organisations and partners (non-governmental organisations, national authorities and donors, etc.) at the appropriate level on emergency response and development assistance;
- Coordinate and participate in technical and international meetings;
- Ensure project operations are carried out in accordance to FAO corporate policies, provide oversight over administrative staff and responds to requests;
- Develop and coordinate workplans of projects and other initiatives related to climate change in collaboration with FAO Decentralized Offices and Strategic Objective 2 ensuring consistency and alignment with FAO's Climate Change Strategy;
- Provide technical backstopping to the countries on National Adaptation Plans (NAPs) and Nationally Determined Contributions (NDCs) implementation in consultation with national counterparts, participate in key international meetings and workshops;
- Liaise with resource partners and other stakeholders and foster collaboration in particular with UNDP and take part in Project Board and TAG;
- Oversee the preparation of knowledge products including fundraising briefs and advocacy materials, as well as the organisation of meetings/events;
- Perform other related duties as required.

D. Project Officer – IC (UNDP recruitment)

Under the general supervision of the UNDP Lead Technical Advisor, and in coordination with the FAO Programme Officer, a Programme Officer will be recruited and delegated the day-to-day management and operations on matters relating to the implementation of the project. The incumbent will:

- Ensure efficient and effective resources planning, budgeting and utilisation;
- Lead the inception, contracting and start-up of the project including establishment of indicators, benchmarks and work plans, annual status and financial reports and carry out other Project Board directives;
- Supervise and assign responsibilities to administrative and technical consultants and staff, as delegated by the Lead Technical Advisor;
- Ensure the timely and quality delivery of all deliverables under the Programme;
- Liaise with resource partners and other stakeholders and foster collaboration in particular with FAO and organise Project Board and TAG;
- Coordinate project budget preparation, financial control, human resources management, travel/logistics, missions and operations backstopping to field offices;
- Coordinate the preparation of briefs, financial and project implementation reports, including final statements to donors;
- Coordinate the workplan submissions, and workplan implementation by Country Offices;
- Develop and monitor contracts for procurement of goods and services;
- Coordinate field monitoring, programming and assessment missions as required to assess the status of project implementation, emerging needs and to plan project activities;
- Coordinate and participates in technical and international meetings;
- Ensure strategic partnerships international organisations, UN Agencies, MDBs, private sector, NGOs, etc to coordinate the preparation of technical material and delivery of technical assistance to countries,
- Ensure project operations are carried out in accordance with UNDP corporate policies, provide oversight over administrative staff and responds to requests;
- Performs other related duties as required.

E. Climate Change Specialist – P2 (FAO recruitment)

Under the general supervision of the FAO Global Project Coordinator, a Climate Change Specialist will be recruited to support the project team in climate change adaptation and mitigation issues. S/he will be responsible to:

- Support the preparation of climate change mitigation/adaption strategies and plans in line with national policies and priorities;
- Support national and international multistakeholder consultations, trainings, and capacity development activities related to climate change adaptation and mitigation in the agriculture sectors;
- Conduct analyses and drafts documents to support NAPs and NDCs implementation, within the larger framework of achieving the SDGs (including policy briefs, technical reports, capacity development materials);
- Provide technical support to the 12 national project coordinators, as well as to the country focal points within the technical assistance facility established by the project;
- Contribute to the technical assessments of value chains and other empirical analysis conducted by the project;
- Support the preparation of climate change scenarios and the analysis of impacts of climate changes on agriculture and livelihoods, and identify responsive mitigation/adaptation measures to reduce potential risks of climate change, in relation with the design process of investment opportunities.

F. Programme Assistant - G4 (FAO recruitment) and SC (UNDP recruitment)

Under the general supervision of the FAO Global PC and in collaboration with the other Programme Assistants, a Programme Assistant will be recruited to undertake administration of the day-to-day operations of the project, particularly related to missions and the organisation of workshops and meetings. Responsibilities include:

- Provide logistical support to the project team and international consultants in organising training events, workshops, and global meetings;
- Assist international, short-term consultants by organising their travel schedules, arranging meetings with different stakeholders, and booking hotel accommodations;
- Draft necessary correspondence with local and international agencies and stakeholders;
- Comply and verify budget and accounting data by researching files, calculating costs, and estimating anticipated expenditures from readily available information sources;
- Prepare financial status reports, progress reports and other required financial reports;
- Process all types of payment requests for settlement purpose including quarterly advances to the partners;
- Prepare financial reports and documents as per specified formats, project, or programme plans and general reference documents as well as general administrative/financial or specialised tasks related to the project which may be of a confidential nature within the assigned area of responsibility;
- Assist in the timely issuance of contracts and assurance of other eligible entitlements of the project's personnel, experts, and consultants by preparing annual recruitment plans;
- Provide substantive support to the team for overall implementation.

G. Programme Assistant - SC (UNDP recruitment)

Under the general supervision of the UNDP Lead Technical Advisor and in collaboration with the other Programme Assistants, a Programme Assistant will be recruited to undertake administration of the day-to-day operations of the project, particularly related to missions and the organisation of workshops and meetings. Responsibilities include:

- Provide logistical support to the project team and international consultants in organising training events, workshops, and global meetings;
- Assist international, short-term consultants by organising their travel schedules, arranging meetings with different stakeholders, and booking hotel accommodations;
- Draft necessary correspondence with local and international agencies and stakeholders;
- Process all types of payment requests for settlement purpose including quarterly advances to the partners;
- Assist in the timely issuance of contracts and assurance of other eligible entitlements of the project's personnel, experts, and consultants by preparing annual recruitment plans;
- Provide substantive support to the team for overall implementation;
- Liaise with resource partners and other stakeholders and foster collaboration in particular with FAO and take part in Project Board and TAG;
- Performs other related duties as required.

H. Programme Assistant (Finance) - SC (UNDP recruitment)

Under the general supervision of the UNDP Lead Technical Advisor and in collaboration with the other Programme Assistants, the incumbent will:

- Comply and verify budget and accounting data by researching files, calculating costs, and estimating anticipated expenditures from readily available information sources;
- Prepare financial reports and documents as per specified formats, project, or programme plans and general reference documents as well as general administrative/financial or specialised tasks related to the project which may be of a confidential nature within the assigned area of responsibility;
- Prepare financial status reports, progress reports and other required financial reports;

- Liaise with UNDP Country Offices to ensure timeliness and compliance of TWBP with the global project document, timely budget revisions and financial reporting.

I. M&E expert - IC (FAO recruitment)

Under the general supervision of the UNDP Lead Technical Advisor, a Monitoring and Evaluation expert will be hired, to assist in the monitoring and reporting of the programme against set targets. The incumbent will:

- Oversee the collection of information from countries on activities implemented and results achieved including sex- and age-disaggregated data as relevant;
- Oversee the preparation regular updates to the project coordinator and ensure timely reports to partners;
- Monitor project implementation against set targets;
- Lead the design of the monitoring and evaluation (M&E) component of the project;
- Lead the development of capacity-development activities in partner countries, including training on M&E methods, as well as tools for monitoring and reporting on climate change adaptation and mitigation.

J. M&E Officer – International UNV, IC or SC (UNDP recruitment)

A Monitoring and Evaluation expert will be hired, to assist in the monitoring and reporting of the programme against set targets. The incumbent will:

- Organise and conduct the baseline survey, and draft baseline reports;
- Collect information from countries through quarterly report on activities implemented and results achieved including sex- and age-disaggregated data as relevant;
- Organise Programme outputs on Teams;
- Prepare regular updates to the Lead TA and Global PC and ensure timely reports to partners (biannual, interim and final reports);
- Monitor project implementation against set targets;
- Contribute to the design of the monitoring and evaluation (M&E) component of the project.

K. Knowledge Management Expert - IC (FAO recruitment)

Under the general supervision of the Project Coordinator the incumbent will:

- Carry out the surveys and literature review for designing the capacity development plan;
- Support the organisation of technical webinars to enhance country capacity;
- Coordinate the compilation of knowledge products with the M&E Officers;
- Support the development of knowledge products on climate change adaptation and/or mitigation;
- Facilitate the organisation of the annual workshops functional to the planning of future activities;
- Collect comments provided by the stakeholders on the knowledge products;
- Support the development of the workplan for the peer-to-peer and mutual learning activities;
- Facilitate the implementation of the mutual learning workplan;
- Support regular contacts with the relevant stakeholders and key actors to ensure the engagement to project activities;
- Perform other related duties as required.

L. Two Communication Experts - IC (FAO recruitment) and International UNV, IC or SC (UNDP Recruitment)

Two Communication Experts will be recruited to manage the internal and external communications of the programme. S/He will be responsible to:

- Design a Communication Plan and Implementation Strategy in coherence with overall and country-level workplans;

- Liaise with UNDP and FAO's Strategic Communications Leads to ensure compliance with corporate communications;
- Design Project Feature section on FAO and UNDP websites including a workspace for country and project staff exchange;
- Take the lead in the design and production of communication materials related to the project: flyers, brochures and comprehensive briefs among others;
- Develop template and ensure country coordinators document country case studies and lesson learned in a consistent, clear and concise fashion;
- Develop Multimedia information material (short videos, photo galleries as well as a series of video interviews on the topic) in various languages;
- Work with the FAO/UNDP national and regional communication experts to help with national and regional outreach and press releases, ensuring gender-responsive approaches;
- Assist in preparing for events in the context of the UNFCCC process including press conferences, releases
- Design, and feed to social network tools, including Facebook, LinkedIn groups and twitter;
- Guarantee that the knowledge products developed are disseminated through existing channels fostering discussions and further analysis and contribute to ensuring more inclusive and participatory sharing of knowledge;
- support all activities related to the collection, syntheses and dissemination of information related to training, research and case studies developed by the project;
- Perform other related duties as required.

M. Gender and Social Inclusion Expert – IC (FAO recruitment)

A Gender expert will be hired to integrate gender and social inclusion throughout the programme to achieve positive impacts in the area of gender equality and equitable participation of stakeholders. The incumbent will:

- Review existing national and subnational policies, plans and organisations in order to map out commitments, entry points and gaps on gender and social inclusion in climate change responses in land use and agriculture;
- Advise on the development of country work plans to incorporate gender-responsive activities and gender indicators;
- Develop a Gender Action Plan for the project with annual outputs to facilitate implementation of activities that promote gender equality, women's empowerment and social inclusion;
- Assist the project management team and country teams in identifying and developing partnerships with gender equality/women's governmental institutions, local women's NGOs/CSOs and relevant national stakeholders;
- Support gender-related activities at country level including but not limited to: participatory gender analyses, gender-sensitive monitoring and budgeting, capacity development on gender issues;
- Lead and advise on stakeholder analyses and consultations and ensure that they are complete, comprehensive and built upon in subsequent activities;
- Guide the project development team in using participatory techniques that involve both women and men in assessments and discussions;
- Oversee and promote the dissemination of knowledge products and gender-related findings emerging from the programme.

N. Three Country Support Specialists - ICs (UNDP recruitment)

Three country support specialists (Latin America and the Carribeans, Africa, and Asia) will be recruited to provide in-country support for the implementation of the project. Country Support Specialists will be responsible to:

- Provide targeted technical support for the design of country workplans in line with the project document;
- Review the main deliverables under country workplans to provide quality assurance;
- Liaise with country teams to identify and mobilise global expertise required;
- Draft knowledge products (case studies, PPTs) to draw lessons learnt from countries and share through articles, blogs, webinars, regional and global events;

- Organise virtual or face-to-face peer-learning opportunities across Programme countries;
- Review quarterly reports and contribute to Programme reports to the donor;
- Coordinate requests to the NDC support helpdesk; draft ToRs for support, and deploy support;
- Organise and participate in country missions and workshops;
- Provide research and analytical inputs to support the SCALA technical work and overall UNDP CCA work related to NAP and NDCs.

O. SCALA National Coordinators – National (alternate FAO/UNDP recruitment)

National Project Coordinators will be recruited to provide direct support to ministries of agriculture and NDC coordinating bodies in each of the 12 target countries. SCALA National Coordinators are responsible for liaising between ministries of agriculture, national NDC units and the global project team. When necessary they will guide the process, capacity building and advocacy work technically and facilitate effective communication between line ministries and relevant individuals and institutions involved and conduct knowledge management and communication activities. Responsibilities include:

- Prepare a work plan with clear timelines, milestones and deliverables;
- Review existing (agriculture) sector policies and plans and initiative to advance NDC and NAP priorities on land use and agriculture;
- Facilitate inclusive, participatory outreach meetings between ministries, civil society and private sector on NDC enhancement;
- Support the identification and assessment of a value chain or land and water management system in the country through country consultations and coordinate the analysis;
- Identify national service providers and establish partnerships with local organisations including those representing farmers and women;
- In cooperation with the local offices, ensure logistical and organisational support for in-country consultations in their respective countries during in consultation with the project team;
- Take part in technical NDC/NAPs-related meetings comprising of representatives of line ministries, UNFCCC focal points, civil society organisations, educational and research institutions, and other relevant institutions;
- Communication for the national media, donor community and project website, social media and regional and international for, and documentation and knowledge management of lessons learnt.

Other part-time and short-term expertise will be procured as required by the Programme throughout implementation.

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ANNEX 6: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	Global Support Programme on Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA)
2. Project Number	UNDP-GEF PIMS ID 6520
3. Location (Global/Region/Country)	Argentina, Cambodia, Colombia, Costa Rica, Cote d'Ivoire, Egypt, Ethiopia, Mongolia, Nepal, Senegal, Thailand, Uganda

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

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

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

The project is designed to assist countries in translating their NDC and/or NAPs into actionable, transformative climate solutions in land-use and agriculture. The design follows UNFCCC’s guidelines on formulating NDCs and NAPs which are rights based and place inclusiveness and broad stakeholders’ consultations at the heart of the processes. Moreover, the project is formulated to strengthen the alignment with other rights-based framework such as the 2030 Agenda and the Sendai Framework. It enhances the integration of climate change issues and ultimately the reduction of vulnerability and stronger access to social and economic rights such as the right to food, to a clean environment and to water.

It also puts a strong emphasis on increasing the participation of vulnerable groups in decision-making across all economic sectors in the target countries. Decision-makers, in turn are responsible for reflecting the needs of those who are most affected by climate change, particularly the vulnerable communities, marginalized individuals and groups. Stakeholders have been identified and will be consulted across society to enable key inputs are reflected in project design, such as civil society groups, women’s organisations, indigenous peoples, and persons with disabilities. Even though it is focused on the enabling environment and the evidence based, it ultimately aims to ensure the availability, accessibility and quality of project’s benefits for potentially marginalized individuals and groups, and to increase their inclusion in decision-making processes that may impact them (consistent with the non-discrimination and equality human rights principle). The responsible party (FAO) as well as the other project partners acknowledge human rights practices under international law and the application of human rights-related standards in the design and implementation of the project.

Partnerships will be established with universities, national research centers, civil society, and/or the private sector in order to build on existing national expertise and strengthen information-sharing, and that local participation reflects the needs and priorities of all diverse actors who are involved with the activities, and in the outcomes.

Project coordination teams on the ground will be equipped to handle appropriate measures for local communities and affected populations to raise concerns and/or grievances including a redress processes for local communities when activities may adversely impact them (consistent with accountability and rule of law human rights principle), which will be consistent also with UNDP & FAO policies on grievances.

Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment

Country commitments under the United Nations Framework Convention on Climate Change (UNFCCC) and at national level reflect a shift toward recognition of the important linkages between climate action and gender equality. The 2015 Paris Agreement referred to gender-responsive approaches, as well as to the goals of gender equality and empowerment of women. At COP 25 in 2019, countries took steps to accelerate a more gender-responsive approach to climate action by adopting a comprehensive enhanced Lima

Work Programme on Gender (LWPG) and Gender Action Plan (GAP). Further, there is alignment between SDG 5 (Gender Equality) and the NDCs' agriculture sector climate actions on adaptation particularly on socioeconomics, well-being, institutions and governance-related measures. Nevertheless, in the details of NDCs and NAPs, while gender analyses may be referenced, in general, gender and women's empowerment issues are not systematically addressed. There is a risk that the translation of these plans into action will not take place in a gender-responsive way, potentially reinforcing the gender gap in agriculture.

In response, gender is mainstreamed throughout SCALA in order to ensure that mitigation and adaptation actions in land use and agriculture are designed to promote gender equality and women's empowerment. Undermined participation in decision-making and social inequity was identified as a barrier to implementation of climate action in land use and agriculture and as such, gender-responsive measures are integrated in all three outcomes as follows:

- **Outcome 1:** Consultation with women and farmer's groups in identifying priority land use and agriculture actions; inclusion of gender equality and women's empowerment criteria in the matrix for selecting climate actions; carry out gender analysis as part of in-depth assessments in collaboration with women's representatives; promote participatory and inclusive methods; disseminate findings and advocate on importance of gender equality and women's empowerment
- **Outcome 2:** Include Ministry of Gender/Women's Affairs in efforts to coordinate across agencies; include collection of sex- and age-disaggregated data in monitoring systems; implement a strategy for stronger engagement of underrepresented groups; improve the skills/capacity of women's groups/representatives to participate in climate planning;
- **Outcome 3:** Include gender-responsiveness criteria in selection of private sector partners; promote equal distribution of benefits and services among women and men as critical outcome of investment in transformative climate action; prioritize pilot actions that contribute to women's empowerment, advocate for the importance of gender criteria in climate finance

The project is expected to contribute to gender equality primarily by identifying and reducing barriers to women's participation in decision making (either directly or through representatives) specifically in the areas of technical assessments of adaptation and mitigation actions; inter-ministerial coordination to integrate land use and agriculture priorities into national plans, budgets and monitoring; and in the implementation of climate actions via partnerships with the private sector. By working toward the identification and diminishment of institutionalized gender-based discrimination, the project will contribute to an enabling environment for gender equality and women's empowerment. The project will also include as key criteria in its assessments of climate actions and implementation of them (with the private sector) closing the gender gap in access to and control over natural resources and generating socio-economic benefits or services for women. The project will also have a fulltime gender expert who will be working to ensure the gender responsive actions are incorporated throughout.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project is in line with Goal 7 of the Incheon Strategy links directly to the UN Sustainable Development Goal (SDG) 13 on Climate Action, and other SDG Goals 2, 3, 4, 5, 6, 8, 10 and 11. The project also supports the objectives and goals of the UNFCCC, through enhancing the resilience of the agriculture sector by addressing the risks posed by climate change. The project has mainstreamed environmental sustainability by screening environmental safeguards in the project design. It will support transformative climate action in the land use and agriculture sectors that reduce GHG emissions and/or enhance removals as well as strengthen resilience and adaptive capacity in participant countries by helping countries in translating their NDC and/or NAPs into actionable, climate action in land use and agriculture with multi-stakeholder engagement.

The project will build the capacity of all countries and work closely with the ministries in charge of agriculture, environment, planning, finance, and budgeting in each of the participant countries, and complement existing programs, such as the UNDP Climate Promise, NDC Implementation Support Programme, NAP Global Support Programme (NAP-GSP), NAP Global Network, UNDP's NDC Support Programme and Green Commodities Programme, FAO's Hand in Hand Initiative, among others.

The project will promote sustainability through the focus on country ownership and participation of local actors. It will work closely with local and national actors to establish community led and nature-based solutions, for eventual scale up. The technical assistance facility (as outline in Output 2.3) will be a crucial tool in promoting countries to establish ownership of their NDC & NAP ambitions. Therefore, this process is intrinsically meant to address long term sustainability of environment and ecosystems, in the face of a changing climate.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: Activities under Outcome 2, which focus on integrating climate change concerns with respect to the agriculture and land use sector into national and sectoral plans, budgets and monitoring systems, might have indirect environmental impacts. These impacts could be for instance adverse changes and impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services and the wider environment due to more intensive land use and agriculture practices proposed in the plans, or practices that focus on climate mitigation or adaptation but fail to fully consider biodiversity.</p> <p>(Principle 1, q5, q6 Principle 2, q1, q2 Standard 1, q11)</p>	<p>I = 3 P = 2</p>	<p>Moderate</p>	<p>The integration of climate change concerns in agriculture and land use policies and plans will not have any direct physical impacts on the environment as they will mainly regard capacity building of governmental officials, strengthening inter-ministerial and multi-stakeholder consultations. The priorities countries will identify will be assessed under Outcome 1 with a climate risk and systems-level which will take into account the environment and ecosystems.</p> <p>In addition, the project will follow the UN Agencies’ guidance²⁸ for the use and application of pesticides to ensure that none of the interventions proposed under</p>	<p>Priorities to emerge from the assessments will be reviewed by relevant actors in the countries and by the experts in the global team to scan for any inadvertent guidance or amplification of negative practices.</p> <p>Any additional concerns will be addressed through inclusive stakeholder consultations at local and national levels throughout the conduct of assessments, to ensure that relevant environmental issues are considered.</p> <p>If necessary, final plans, budgets and policies supported by the project and that may post moderate and high risks will be reviewed by an external safeguards expert.</p> <p>An SESP will be conducted in each country during the inception phase.</p>

²⁸ UN agencies release updated guidelines for countries on pesticide legislation and labelling. <https://news.un.org/en/story/2015/11/516462-un-agencies-release-updated-guidelines-countries-pesticide-legislation-and>

			the project and that may be integrated into policies and plans cause any additional harm on environmental or human health as set by the WHO and FAO.	
<p>Risk 2: Activities under Outcome 2, which focus on integrating climate change concerns with respect to the agriculture and land use sector into national and sectoral plans, budgets and monitoring systems, might have indirect social impacts and not reflect a human rights based approach. These impacts could be for instance an increase in inequity between social groups if the plans and budgets encourage practices that favor big corporations and big landowners rather than smallholder farmers.</p> <p>(Principle 1, q5, q6 Principle 2, q1, q2 Standard 1, q11)</p>	I = 2 P = 1	Low	<p>The integration of climate change concerns in agriculture and land use policies and plans will not have any direct social impacts, as they will mainly regard capacity building of governmental officials, strengthening inter-ministerial and multi-stakeholder consultations. Inclusiveness and equity are at the heart of the project, with a full-time gender and social inclusion expert to be recruited and activities designed to ensure that the concerns of vulnerable groups are taken into account.</p> <p>The integration of climate change concerns in agriculture and land use policies and plans will not have any direct social impacts, as they will mainly regard capacity building of governmental officials, strengthening inter-ministerial and multi-stakeholder consultations. Inclusiveness and equity are at the heart of the project, with a full-time gender and social inclusion expert to be recruited and activities designed to ensure that the concerns of vulnerable groups are taken into account.</p> <p>All project deliverables, and especially priorities emerging from assessment in Outcome 1</p>	

			<p>will be reviewed by the gender and social inclusion expert in addition to being validated by committees that include representative of vulnerable groups.</p> <p>Capacity building activities have been designed to focus on increasing inclusivity of vulnerable groups and reducing vulnerability and will focus on ensuring that trainings and curriculum will be reflective of local contexts and will strive not to inadvertently further discrimination or social inequalities.</p>	
<p>Risk 3: Project activities might not be implemented in a gender- sensitive manner or might potentially endorse existing discriminatory practices in its activities (All Outcomes). (Principle 2, q1, q2)</p>	<p>I = 3 P = 1</p>	<p>Low</p>	<p>Steps have been taken to ensure that the project team is sensitized to gender considerations, in addition a gender expert will be hired who will oversee the implementation of all activities so that they appropriately consider context specific practices, and do not inadvertently contribute to discrimination or social inequalities.</p> <p>Project activities on developing knowledge products, evidence tools, assessments, and guidance notes, will be reviewed by relevant actors to scan for any inadvertent guidance or amplification of negative practices surrounding gender discrimination.</p> <p>Project implementation will closely involve Civil Society, NGOs and traditional authority structures to ensure the</p>	

			<p>gender sensitivity of project interventions.</p> <p>The project will implement the recommendations put forward in the Gender Action Plan. It will involve women's cooperatives in capacity building activities, which will provide income generation opportunities to its members, and have a positive effect on the empowerment of women (including a boosted role in household decision-making as well as an elevation in social status).</p> <p>All major project deliverables will be reviewed by the gender and social inclusion expert.</p>	
<p>Risk 4: Activities under Outcome 3 focusing on the increasing engagement of the private sector, and creating an enabling environment for the private sector actors could have inadvertent environmental and/or social impacts if the identified activities with private sector organisations led to the inadvertent endorsement of unsustainable resource exploitation, or through the inadvertent support for employment or livelihoods that may fail to comply with national and international labor standards. It could also potentially impact livelihoods of vulnerable populations who are driven out by the presence of larger corporations. (Outcome 3).</p>	<p>I = 3 P = 2</p>	<p>Moderate</p>	<p>The project entails activities with private sector actors to increase their participation and awareness of climate change impacts in the agriculture sector. None of these planned activities involve altering existing practices or introducing new agricultural practices which could have inadvertent environmental impacts and rather focus on the reverse. The enabling environment, design of de-risking incentives, and project concept development will be inclusive and planned with those who have invested activities previously in such areas of climate action as well.</p> <p>Moreover, all PSE related activities will aim to increase the sustainability of their practices, as well as provide benefits for vulnerable groups including smallholder farmers,</p>	<p>All private sector actors who are identified as partners or participants will be selected from a previously identified set of actors who have already worked closely with UN agencies such as Global Compact, and thus have undergone screening. In addition, any actor which will be identified for deeper participation will undergo a diligence and assessment to ensure an aligned approach with the social and environment safeguard practices, and in line with the UNDP methodology of HACTs, etc.</p> <p>Any project concept note emerging from the project, if they were to be endorsed by the Government or to be further developed and submitted for funding, will be screened by UNDP or FAO safeguards specialists.</p> <p>An SESP will be conducted in each country during the inception phase.</p>

			taking into account context and country specific practices and legal structures.	
Risk 5: Priorities the countries choose to focus on and select in their plans, policies, budgets and projects (Outcomes 2 and 3). could indirectly impact land inhabited by indigenous populations. This would take the form of inadvertent changes in any land use policy that could impact land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources or the development of project on land inhabited by indigenous populations.	I = 3 P = 2	Moderate	<p>The activities in the project have been designed so that they do not have a negative impact on indigenous peoples as these activities are focused on creating an enabling environment and not on the actual actions themselves and as a rights-based approach and inclusiveness are at the heart of the project. However since the scope of the project is national, the priorities the countries choose to focus on could impact land inhabited by indigenous populations.</p> <p>Activities pertaining to strengthening the enabling environment, sectoral plans and/or budget submissions that incorporate NAPs and NDC land use and agriculture priorities will not have any direct negative impact on indigenous persons as they remain at the documents' phase with no activity on the ground.</p>	<p>Project activities on developing knowledge products, evidence tools, assessments, concept notes and guidance notes, will be reviewed by relevant actors to scan for any inadvertent guidance or amplification of negative practices which harm indigenous persons.</p> <p>Moreover, the rights and the participation of indigenous peoples will be considered in all activities through consultations, and invitation of inputs at the appropriate stages, and a representative will be present for consultations throughout. It will be monitored in cooperation and consultation with vulnerable groups.</p> <p>The project will follow the standards and guidelines as laid out by the "Guidance Note for UNDP Social and Environmental Standards, Standard 6: Indigenous Peoples"²⁹ and undertake all screenings as required for potential impacts of project activities.</p> <p>Any project concept note emerging from the project, if they were to be endorsed by the Government or to be further developed and submitted for funding, would need to be screened by UNDP or FAO safeguards specialists and external experts to ensure that they do not impact indigenous people. (see activity 3.1.2)</p> <p>An SESP will be conducted in each country during the inception phase.</p>

QUESTION 4: What is the overall Project risk categorization?

Select one (see SESP for guidance)		Comments
<i>Low Risk</i>	<input type="checkbox"/>	
<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	All risks are indirect.
<i>High Risk</i>	<input type="checkbox"/>	

²⁹ UNDP Guidance Notes on the Social and Environmental Standards (SES). Standard 6.

https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Final%20UNDP%20SES%20Indigenous%20Peoples%20GN_Jan2017.pdf

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

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁰	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	Yes
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	No

³⁰ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	Yes
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³¹ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		

³¹ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).

4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)?	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³²	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	Yes
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

³² Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Table 2. Rating the 'Impact' of a Risk

Score	Rating	Social and environmental impacts
5	Critical	Significant adverse impacts on human populations and/or environment. Adverse impacts high in magnitude and/or spatial extent (e.g. large geographic area, large number of people, transboundary impacts, cumulative impacts) and duration (e.g. long-term, permanent and/or irreversible); areas impacted include areas of high value and sensitivity (e.g. valuable ecosystems, critical habitats); adverse impacts to rights, lands, resources and territories of indigenous peoples; involve significant displacement or resettlement; generates significant quantities of greenhouse gas emissions; impacts may give rise to significant social conflict
4	Severe	Adverse impacts on people and/or environment of medium to large magnitude, spatial extent and duration more limited than critical (e.g. predictable, mostly temporary, reversible). The potential risk impacts of projects that may affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples are to be considered at a minimum potentially severe.
3	Moderate	Impacts of low magnitude, limited in scale (site-specific) and duration (temporary), can be avoided, managed and/or mitigated with relatively uncomplicated accepted measures
2	Minor	Very limited impacts in terms of magnitude (e.g. small affected area, very low number of people affected) and duration (short), may be easily avoided, managed, mitigated
1	Negligible	Negligible or no adverse impacts on communities, individuals, and/or environment

Table 3. Rating the 'Probability' of a Risk

Score	Rating
5	Expected
4	Highly Likely
3	Moderately likely
2	Not Likely
1	Slight

37. The combination of impact and probability is then used to determine the overall significance of the risk (Low, Moderate or High) using Table 4 as a guideline.

Table 4. Determining 'Significance' of Risk

Impact	5	Red	Red	Red	Red	Red
	4	Yellow	Yellow	Red	Red	Red
	3	Green	Yellow	Yellow	Yellow	Yellow
	2	Green	Green	Yellow	Yellow	Yellow
	1	Green	Green	Green	Green	Green
		1	2	3	4	5
		Probability				
Green = Low, Yellow = Moderate, Red = High						

ANNEX 7: UNDP RISK LOG

#		Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures
1	Institutional weaknesses of the implementing agency	In some countries the UNDP and FAO Country Offices may be weak in terms of relationships with target ministries regarding the climate change and national focal points. This may require different strategies to achieve ministry buy-in, for example through UNFCCC focal points.	Political	The project would not be able to reach its goals as Government's cooperation is key to this Programme P = 1 I = 5	UNDP and FAO have extensive experience in supporting countries in the areas of adaptation and enhancement of agricultural-based livelihoods. Country offices for both agencies are well-established in target countries. Both agencies have a long record in providing technical assistance. In most cases, there is a well-established record of adaptation projects (many of which intersect with the agricultural sector) supported by both UNDP and FAO, including GEF projects. The proposed projects will build on and where necessary bring additional capacity to these projects.
2	Lack of political will for countries to engage	In some countries there may be lack of continuous political commitment of government, technical and financial partners to treat climate change adaptation as a political priority, or a disagreement with the focus of some activities, such as gender equity. This may impact on the effectiveness of the project.	Social and Environmental Financial Operational Organisational Political Regulatory Strategic Other	The project would not be able to reach its goals as government ownership is key. P = 2 I = 5	This can be mitigated by applying a consultative approach from the start of the project and throughout project implementation ensuring that the needed ownership and buy-in is built up and sustained. Relevant ministries will discuss and determine priorities for agriculture and national strategies so that the project's activities can be oriented to matching country-specific needs. In addition, the inception workshop will build awareness of the value of NAP activities in facilitating links between multiple initiatives and projects on climate change adaptation being conducted in each country, in preparation for the full integration of adaptation into existing planning process. Gender will also be mainstreamed throughout activities at global and country level to enhance the understanding of the issue and the importance of addressing it as part of climate adaptation and agricultural and national development strategies.
3	Financial limitations	Limited financial resources to support a full suite of options for Outcomes 1-3.	Financial	This would be linked to suboptimal financial planning of the project and would impact the full completion of activities.	The project is planning its resources in order to reach its targets and will spend the first 7 months of implementation in working with Country Offices to develop targeted detailed workplans and budgets, which should limit these risks. If countries choose to be more ambitious and require additional resources to implement activities, the project will support them in mobilising further resources as is planned under Outcome 3.

				P = 3 I = 3	
4	Methodological weaknesses	It is clear from the work both agencies have conducted on NDC enhancement and NAPs that countries have a strong need for methodological guidance to improve their planning and implementation. The project seeks to adapt and, if needed, develop tools for countries to do so. However, these need to be both easily applicable and replicable in the 12 countries, while not being prescriptive.	Technical	Methodological weaknesses would impact the quality of the deliverables. P=3 I= 4	A wide range of expertise across the 3 outcomes exist within the two agencies, including through the NAP-Ag and other initiatives. The project will primarily seek to leverage this expertise and the tools available. The first 7 months of the project will focus on work planning, assessing the baseline including of countries' priorities and tools available, and making a procurement plan and identifying and procuring external expertise required.
5	Health hazards	At present, COVID-19 is posing major limitations at global and country-level both for travel, thus making international missions impossible, and workshops.	Health Operational	If the situation is to persist and borders remain closed and gatherings are forbidden beyond 2021, it would delay many activities of the project. In addition, the political focus of countries is likely to be on COVID-19, which may also delay activities. P = 2 I = 4	The Programme Team will closely monitor evolving circumstances related to COVID-19. The first 7 months of the project will focus on desk work and small group discussions between the Programme Team, the Country Offices, and the main government counterparts, and should not be impacted. Inceptions workshops might be delayed but the project could launch its technical work prior to a public launch.
6	Security hazards	There is also political unrest and instability in certain areas of several countries.	Security	Security hazards, if they were to reach the capital city, would impact the organisation of workshops	In spite of political unrest in some areas in the countries the project seeks to work in, these do not pose a direct risk. Selection of pilot sites will be conducted in careful consultation with national and sub-regional ministry officials to mitigate this risk.

				and diminish political interest in the project. P = 1 I = 3	
7	Project management complexities	Due to the high number of target countries, the high number of institutions and partners involved, and the variety of activities undertaken, there may be certain management challenges and loopholes, which could lead to monitoring difficulties.	Operational	This would have a major impact on project implementation in terms of planning, budgeting and delivery. P = 1 I = 5	UNDP and FAO, as well as implementing partners in countries, specialise in the management and execution of multi-lateral, multi-partner projects and programmes. Members of the Programme team have a track record of managing complex, long-term projects, especially across multiple countries, while meeting project objectives, and benefit from the NAP-Ag Programme experience. It is proposed that each country would set up a project-based baseline for the indicators and an M&E system too. Also, to mitigate potential management challenges, each coordinator, assistant, and country support officer's role will be clearly defined at the inception phase. Also, in the project set-up, the global level coordination was emphasised to be able to build on as many synergies as possible from both organisations' country portfolios including synergies through national, regional and global partnerships and knowledge networks.
8	Backlash to promotion of gender equality	Gender inequality and women's disempowerment is usually a result of power imbalances. While the project will work towards changing these power imbalances within climate action, powerful groups within the planning processes may have different views and may put pressure to maintain the status quo. Potential disagreements in which women are likely to have less power will need to be managed so that the project avoids reinforcing gender biases and instead contributes to gender equality.	Human rights, gender equality	The project would not achieve its targets P = 3 I = 4	UNDP and FAO have worked to respond to country requests to promote gender equality in the context of climate change planning. Among the SCALA countries, there is generally a commitment to promoting gender equality in the response to climate change, however this commitment may not be shared at all levels of planning, nor is the organizational capacity to promote and sustain gender equality measures necessarily in place. The project will need to develop, as part of a broader gender action plan, a strategy for navigating potential power imbalances in the decision making structures involved in the program, so that decisions that emerge truly reflect the views and priorities of all groups and power imbalances are reduced.
9	Adverse environmental impacts	Activities under Outcome 2, which focus on integrating climate change concerns with respect to the agriculture and land use sector into	Environmental and social	The project would not achieve its overall goal	The integration of climate change concerns in agriculture and land use policies and plans will not have any direct physical impacts on the environment as they will mainly regard capacity building of governmental officials, strengthening inter-ministerial and multi-stakeholder consultations. The priorities countries will identify will

		national and sectoral plans, budgets and monitoring systems, might have indirect environmental impacts. These impacts could be for instance adverse changes and impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services and the wider environment due to more intensive land use and agriculture practices proposed in the plans, or practices that focus on climate mitigation or adaptation but fail to fully consider biodiversity.		P = 2 I = 3	<p>be assessed under Outcome 1 with a climate risk and systems-level which will take into account the environment and ecosystems.</p> <p>In addition, the project will follow the UN Agencies' guidance³³ for the use and application of pesticides to ensure that none of the interventions proposed under the project and that may be integrated into policies and plans cause any additional harm on environmental or human health as set by the WHO and FAO.</p> <p>Priorities to emerge from the assessments will be reviewed by relevant actors in the countries and by the experts in the global team to scan for any inadvertent guidance or amplification of negative practices.</p> <p>Any additional concerns will be addressed through inclusive stakeholder consultations at local and national levels throughout the conduct of assessments, to ensure that relevant environmental issues are considered.</p> <p>If necessary, final plans, budgets and policies supported by the project and that may post moderate and high risks will be reviewed by an external safeguards expert.</p> <p>An SESP will be conducted in each country during the inception phase.</p>
10	Adverse social and environmental impacts from private sector engagement	<p>Priorities to emerge from the assessments will be reviewed by relevant actors in the countries and by the experts in the global team to scan for any inadvertent guidance or amplification of negative practices.</p> <p>Any additional concerns will be addressed through inclusive stakeholder consultations at local and national levels throughout the conduct of assessments, to ensure</p>	Environmental and social	<p>The project would not achieve its overall goal</p> <p>P = 2 I = 3</p>	<p>The project entails activities with private sector actors to increase their participation and awareness of climate change impacts in the agriculture sector. None of these planned activities involve altering existing practices or introducing new agricultural practices which could have inadvertent environmental impacts and rather focus on the reverse. The enabling environment, design of de-risking incentives, and project concept development will be inclusive and planned with those who have invested activities previously in such areas of climate action as well.</p> <p>Moreover, all PSE related activities will aim to increase the sustainability of their practices, as well as provide benefits for</p>

³³ UN agencies release updated guidelines for countries on pesticide legislation and labelling. <https://news.un.org/en/story/2015/11/516462-un-agencies-release-updated-guidelines-countries-pesticide-legislation-and>

		<p>that relevant environmental issues are considered.</p> <p>If necessary, final plans, budgets and policies supported by the project and that may post moderate and high risks will be reviewed by an external safeguards expert.</p> <p>An SESP will be conducted in each country during the inception phase.</p>			<p>vulnerable groups including smallholder farmers, taking into account context and country specific practices and legal structures.</p> <p>All private sector actors who are identified as partners or participants will be selected from a previously identified set of actors who have already worked closely with UN agencies such as Global Compact, and thus have undergone screening. In addition, any actor which will be identified for deeper participation will undergo a diligence and assessment to ensure an aligned approach with the social and environment safeguard practices, and in line with the UNDP methodology of HACTs, etc.</p> <p>Any project concept note emerging from the project, if they were to be endorsed by the Government or to be further developed and submitted for funding, will be screened by UNDP or FAO safeguards specialists.</p> <p>An SESP will be conducted in each country during the inception phase</p>
11	Adverse impacts on indigenous population	<p>Priorities the countries choose to focus on and select in their plans, policies, budgets and projects (Outcomes 2 and 3). could indirectly impact land inhabited by indigenous populations. This would take the form of inadvertent changes in any land use policy that could impact land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources or the development of project on land inhabited by indigenous populations.</p>	Environmental and social	<p>The project would not achieve its overall goal</p> <p>P = 2 I = 3</p>	<p>The activities in the project have been designed so that they do not have a negative impact on indigenous peoples as these activities are focused on creating an enabling environment and not on the actual actions themselves and as a rights-based approach and inclusiveness are at the heart of the project. However since the scope of the project is national, the priorities the countries choose to focus on could impact land inhabited by indigenous populations.</p> <p>Activities pertaining to strengthening the enabling environment, sectoral plans and/or budget submissions that incorporate NAPs and NDC land use and agriculture priorities will not have any direct negative impact on indigenous persons as they remain at the documents' phase with no activity on the ground.</p> <p>Project activities on developing knowledge products, evidence tools, assessments, concept notes and guidance notes, will be reviewed by relevant actors to scan for any inadvertent guidance or amplification of negative practices which harm indigenous persons.</p> <p>Moreover, the rights and the participation of indigenous peoples will be considered in all activities through consultations, and</p>

				<p>invitation of inputs at the appropriate stages, and a representative will be present for consultations throughout. It will be monitored in cooperation and consultation with vulnerable groups.</p> <p>The project will follow the standards and guidelines as laid out by the <i>“Guidance Note for UNDP Social and Environmental Standards, Standard 6: Indigenous Peoples”</i>³⁴ and undertake all screenings as required for potential impacts of project activities.</p> <p>Any project concept note emerging from the project, if they were to be endorsed by the Government or to be further developed and submitted for funding, would need to be screened by UNDP or FAO safeguards specialists and external experts to ensure that they do not impact indigenous people. (see activity 3.1.2)</p> <p>An SESP will be conducted in each country during the inception phase.</p>
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³⁴ UNDP Guidance Notes on the Social and Environmental Standards (SES). Standard 6.
https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Final%20UNDP%20SES%20Indigenous%20Peoples%20GN_Jan2017.pdf

Capacity Development³⁵

Across all outcomes, SCALA will **target technical and functional capacity gaps at the individual, organisational and enabling environment levels**. Taking inspiration from “systems leadership”, capacity development under SCALA is designed to enhance the full set of technical skills (e.g. systems-level analyses under Outcome 1), functional skills (e.g. partnering under all Outcomes), and attitude shifts that individual actors at national level need for fostering systems-level change. Improvements in skills and attitudes at the individual level must be complemented by improvements in functioning and performance at the organisational level, including alignment among stakeholders and information sharing. Enhancing the enabling environment, through inclusive and cross-sectoral planning processes, will help reinforce capacities of individuals and organisations.

The related capacity development activities envisaged are in line with FAO’s Capacity Development Framework and based on the principle that capacity development is driven by country actors, consistent with national priorities and the local context, and anchored in national systems and local expertise. Capacity development activities will focus on three interlinked levels: strengthening knowledge and skills of individuals, primarily policymakers; strengthening capacities of organisations including ministries, farmers’ groups and cooperatives, youth organisations/cooperatives; and enhancing the enabling policy environment for the integration of agriculture considerations into climate change adaptation planning.

At the inception phase of the Programme a capacity development plan will be defined jointly by FAO and UNDP. In line with this plan, in each country targeted capacity development activities will be agreed upon in close collaboration with the Programme beneficiaries and partners following a step-by-step approach starting with an assessment of capacity gaps and needs, definition of a capacity development strategy and plan and development of training curricula.

Building on the experience of NAP-Ag Programme, capacity development activities will be undertaken in close partnership with national, regional and international actors including academic and research institutes. The training material developed within the Programme is expected to be tailored to the needs of national institutions and capacities of policymakers is expected to be retained within the Ministries. The knowledge generated within the Programme will be exchanged across countries and build on the existing tools and platforms to ensure global outreach and continuity of knowledge sharing beyond the lifetime of the Programme.

Decent Rural Employment

The Programme will contribute either directly or indirectly to each pillar of the Decent Work Agenda and will foster quantity and quality agricultural and non-agricultural employment at national level. It will work with representatives of smallholders and their organisations, involving women and youth organisations, to strengthen sustainable value chains that address both climate change adaptation and mitigation.

Building on the experience of previous FAO/UNDP policy, technical and capacity development initiatives, youth organisations/cooperatives will be involved in the Programme, they will be targeted beneficiaries of capacity development activities (Outcome 1) and be involved in policy dialogues (Outcome 2) and create business opportunities with private sector (Outcome 3).

The Programme will ensure that both women and men will benefit from the training provided and seek to strengthen their access to both agricultural and non-agricultural employment opportunities. It will foster socially responsible agricultural production, by ensuring equal and non-discriminatory representation by gender and age in all trainings and consultative processes; and will seek to create learning opportunities across developing countries.

³⁵ <http://www.fao.org/capacitydevelopment/en>

Environmental Sustainability

Climate change poses an unprecedented confluence of pressures that require profound changes in our food, agriculture and land-use systems. The Programme will support the collection, uptake and dissemination of climate-resilient agricultural practices, and it will inform national policies on climate change and agriculture that integrate agriculture and climate change issues. It will address all five principles of FAO's common vision and foster an integrated approach to sustainability across agriculture, forestry and fisheries taking into account social, economic and environmental considerations.

The Programme will support countries to enhance their NDCs by raising the ambition of climate action in agriculture and land sectors. In doing so it will directly consider and support the improvement of efficiency in the use of resources as a strategy for climate change adaptation and mitigation in agriculture.

Gender Equality

Addressed in Section III.

Indigenous Peoples

SCALA does not foresee working directly with indigenous populations, and no indigenous population is expected to be directly or indirectly affected by the Programme. However, the Programme recognises that the knowledge systems and practices of thousands of traditional societies play a valuable role in tracking weather-related changes in food and agricultural systems and in adjusting to climate-related impacts (FAO, 2009).

In the event that a partner country should decide to carry out pilot activities that involve or affect indigenous communities, the global PMU will ensure that engagement with said communities is in line with the core principles of the UN Declaration on the Rights of Indigenous Peoples as well as FAO's Policy on Indigenous and Tribal Peoples.

In engaging with indigenous people, SCALA will ensure to contribute to conserving the world's biological, cultural and linguistic diversity and incorporating traditional and local knowledge into climate change planning in agriculture. Furthermore, building on the work of the 2018 task force convened by FAO on Indigenous Food Systems (FAO, 2018d), SCALA will employ participatory approaches to enhance and preserve indigenous food systems as relevant in the partner countries in the following ways:

- Enable the blending and combination of traditional resilience mechanisms utilised by indigenous peoples and scientific research, recognising indigenous peoples' customary institutions.
- Ensure balanced representation from different communities, ethnic groups, and minorities present in the country at all consultations.
- Promote awareness of indigenous food systems among policymakers and in prioritisation of adaptation and mitigation actions.
- Promote policy harmonisation at national level to avoid contradictions and protect indigenous peoples' rights to their lands, resources and foods.
- Partner with private sector actors that operate in accordance with the principles of FAO's Policy on Indigenous and Tribal Peoples³⁶.
- Work in collaboration with existing networks to promote the sharing of knowledge on climate change with indigenous peoples.

³⁶ Core principles: Self-determination; development with identity; free, prior and informed consent; participation and inclusion; rights over land and other natural resources; cultural rights; collective rights; gender equality.
<http://www.fao.org/3/I4476E/i4476e.pdf>

ANNEX 9: PARTICIPATING COUNTRIES' CONTEXTS

ARGENTINA:

202. Argentina is located at the southern cone of South America, and, endowed with vast natural resources, is considered a high-income economy with a Gross Domestic Product (GDP) of US\$600 billion in 2016 and a population of 44.3 million in 2017. Argentina has a strong economic and cultural connection with agriculture; 54% of land is agricultural land. Agriculture and animal husbandry, fragile ecosystems, and urban areas are especially vulnerable to changes in temperature and precipitation expected in connection to climate change. It is a top emitter for the land-use and agriculture sectors (2.1% of global emissions in the sectors, 54.6% of domestic emissions). There is an extensive presence of agri-food companies (including subsidiaries of global companies) and several key value chains such as livestock, soybeans and maize. The Pampas region accounts for the production of most of the country's grains, oilseeds and beef. It is characterized by large-scale, highly productive, export-oriented agriculture with well-developed value chains linked to international markets (OECD, 2019).
203. Argentina identified several agriculture-related priorities through the country's 2016 NDC (Government of Argentina, 2016) including improving early warning and response systems to natural hazards, improving sustainable management of native forests, increasing irrigation and water resource management, and improving crop management. UNDP is supporting the implementation of the Green Climate Fund (GCF) supported Programme to integrate climate change adaptation into Argentina's comprehensive and resilient development strategies (GCF, 2019). A draft NAP, pending Government's validation, was formulated through this support.

CAMBODIA:

204. Cambodia, in Southeast Asia, is a lower middle-income country, with a GDP of US\$26.730 billion (IMF, 2019), and a population of 14.5 million (as of 2010) with 80% living in rural areas. Cambodia's economy relies primarily on agriculture (33% of GDP, and employing 57% of the country's labour force), industry, and services. Agriculture is the second highest emitter (36.4%) with rice cultivation and enteric fermentation from livestock contributing 74% of agriculture emissions. Cambodia's vulnerability to climate change is linked to post-civil war state, and its predisposition to disasters, as it is affected by floods and droughts on a seasonal basis, with extensive risks from sea level rise. Approximately 80% of the country's population lives along the Mekong River, which is known to have large fluctuations in water levels (World Bank, 2020a).
205. The Royal Government of Cambodia launched the first Climate Change Strategic Plan (CCCSP) in 2013 which captures the main strategic objectives and directions for climate-smart development linked to adaptation, greenhouse gas mitigation, and low-carbon development. It ratified the Paris Agreement on February 6, 2017 and submitted an INDC (Government of Cambodia, 2017). Cambodia's developing agri-business environment also needs assistance for enhancing sustainability, and the Cambodia Partnership for Sustainable Agriculture (CPSA)³⁷ is also paving the path for the sector, for targeted interventions in its value chains such as rice, sugar cane and cassava. Cambodia's market-oriented agricultural and trade policy helped achieve the high past rates of agricultural growth. The private sector has benefited from minimal, if any, interventions in farm output and input pricing, from the strong commitment to open trade, including across the border, and from the reduction of export costs and time for export processing (Eliste and Zorya, 2015).

³⁷ For more information, please visit: <https://www.cpsa-growasia.org/>

COLOMBIA:

206. Colombia is a South American country rich in natural resources and biodiversity and is the third most populous country in Latin America. Despite Colombia holding an upper middle-income country status, 52.6% of the total population lives below the poverty line and this figure reaches 69% in rural areas, as Colombia has one of the highest rates of income inequality in the world. Climate change impacts are expected to pose significant and long-term effects on fragile and unique ecosystems and accelerate the pace of land degradation, impact water quality and agricultural production. It is a top emitter for the land-use and agriculture sectors (2.1% of global emissions in the sectors, 71.3% of domestic emissions).
207. Recent climate change policy in Colombia has been developed by the National Economic and Social Policy Council (CONPES) which is responsible for developing climate change components of each National Development Plan. In 2011, CONPES (3700) defined the need for an institutional framework for climate change, establishing the National System of Climate Change (SISCLIMA) as the institution responsible for coordinating and promoting climate change policy and action.³⁸ Colombia ratified the Paris Agreement on June 16, 2017 and the country's NDC has been identified agriculture as one of six priority sectors (Government of Colombia, 2018). It was also a part of the first NAP-Ag Programme with FAO & UNDP. Colombia's Integral Management Plan for Climate Change (*Plan Integral de Gestión del Cambio Climático - PIGCC*) for the agricultural sector was formulated with the Programme's support. The NAP-Ag Programme revealed the importance of establishing Colombia's nationally mandated climate institutions as the technical committee of the Programme. This enhanced coordination, facilitated the identification of adaptation needs for the agricultural sector, and enabled past activities to be complemented and built upon. There is an extensive presence of both national and international agri-food and agri-insurance companies, which are part of several agricultural sustainability platforms, and its high ranking in the World Bank's Doing Business score, i.e. 3rd in Latin America (World Bank, 2019a). There is massive potential to work across its value chains of coffee, livestock, and plantains.

COSTA RICA:

208. Costa Rica, situated between Nicaragua and Panama in Central America, has a varied topography that includes coastal plains separated by rugged mountains, including over 100 volcanic cones. Costa Rica is among global leaders in responding to climate change, with a long history of environmental protection, sustainable development and action on climate change mitigation. Even though Costa Rica constitutes only 0.034 percent of the total Earth surface, its habitats represent around 5 percent of the planet's biodiversity. The country's 4.5 million people enjoy the highest standard of living in Central America and a low poverty rate (15-20 percent) compared to surrounding countries. Due to a combination of geographic variations and economic factors, Costa Rica is highly vulnerable to extreme climate events and natural hazards. Part of this vulnerability is a result of the presence of populations in areas prone to volcanic eruptions and in unstable lands, degraded by wide-spread cattle ranching, or in poorly planned settlements prone to landslides and flooding. Evidence of acceleration in sea level rise (up to 2-3mm/yr) over the past decade suggests an increase in the vulnerability of low-lying coasts, which are already subjected to increasing storm surges (World Bank, 2020d). A total of 53% of Costa Rica's land use is attributed to agriculture, and it accounts for 14% of the country's employment. Both potatoes and beans might show a decrease in yields with projected increasing temperature and change of precipitation patterns, with temperature appearing to be the biggest driver in this change. The increase of environmental temperature might imply a rise in coffee yields, especially with an increase in maximum temperature of +2°C (World Bank, 2020d).

³⁸ In force through Presidential Decree, SISCLIMA will coordinate implementation of four priority climate change strategies: The Climate Change National Adaptation Plan (CCNAP); the Colombian Low-Carbon Development Strategy (CLCDS); the National REDD+ Strategy (ENREDD+); and the Strategy for Fiscal Protection Against Natural Disasters.

209. Costa Rica's National Climate Change Strategy (ENCC) and its Plan of Action, as well as advances in the Framework Law on Climate Change, all signal steps in the right direction. The ENCC focuses on mitigation, adaptation, technology, education and finance with a goal to integrate climate change policy with the long-term competitiveness of the country and the strategy of sustainable development. The National Development Plan (2015-2018) reaffirmed the ambitious goal to promote a carbon neutral economy by 2021 and laid out strategies to promote renewable energy, reduce GHG emissions, and consider adaptation initiatives. Costa Rica ratified the Paris Agreement on October 13, 2016 and submitted its Nationally Determined Contribution (NDC) as well. Some of the key value chains with potential in Costa Rica include coffee, bananas, cocoa, dairy, honey, sesame, cashew nuts and coffee (OECD, 2017a). It also ranks 74th in the World Bank's Doing Business score (World Bank, 2019a), with significant presence of a variety of private sector and supply chain organisations.

COTE D'IVOIRE:

210. Côte d'Ivoire, in West Africa, is recovering after an extended period of economic stagnation and the post-election conflict that ensued during 2010-2011. Two-thirds of the actively working population is employed by agriculture, which makes up 27% of GDP. Continued growth in its macroeconomic performance will help the country improve the living standards of Ivoirians, where around 42.7% of the population lives at the national poverty line. A heavy economic reliance on agriculture, in addition to continued environmental degradation and deforestation all contribute to the country's vulnerability to climate change. Total annual GHG emissions are estimated at about 39 Mt CO₂ eq. Agriculture contributes 12% of total GHG emissions with livestock contributing the largest proportion (63%) (CCAFS, 2018).

211. The Ministry of Environment, Urban Sanitation and Sustainable Development (MINESUDD) of Côte d'Ivoire is the key coordinating body for formulating and updating climate and environmental policies for sustainable development. Côte d'Ivoire ratified the Paris Agreement on October 25, 2016 and submitted their associated NDC (Government of Cote D'ivoire, 2016). There is an ongoing revision of the NDC and the preparation of NAP with UNDP's support, in addition to foundational effort through UNDP's Green Commodities Programme. Given its high ranking the World Bank's Doing Business score, 11th in Africa (World Bank, 2019a), there is significant potential to work across its value chains of cocoa, yams, and rice.

EGYPT:

212. The Arab Republic of Egypt spans the northeast corner of Africa and the southwest corner of Asia, thereby linking Africa with the Middle East. About 97% of the Egyptian population lives on 4% of Egypt's total land area in the Nile Valley and Delta. With no natural forest systems and most agricultural production concentrated near the banks of the River Nile, agriculture remains the biggest employer (over 31.2% of the total population). Agriculture contributed 14% to GDP in 2009, and withdraws about 80% of all freshwater resources, and contributes 10% of its total emissions (USAID, 2015). Egypt has developed an industrial plan aimed at achieving a gradual shift from resource based, low-technology industries to medium- and high-technology industries. Most of Egypt's population and infrastructure are concentrated in the Nile Delta and along the Mediterranean coast, which makes the country vulnerable to the impacts of sea level rise, particularly inundation and saltwater intrusion.

213. Egypt's National Strategy for Adaptation to Climate Change and Disaster Risk Reduction was released in 2011. The Ministry of Environment's Egyptian Environment Affairs Agency laid out the strategy covering two different scenarios of sea level rise. The document lays out the path to overcome the challenges raised by climate change and estimates the investment required to reach the strategic goals. Egypt ratified the Paris Agreement on June 29, 2017 and their NDC identifies agriculture as a priority (Government of Egypt, 2017). There is strong political will to address the impacts of climate change in the

forestry and agriculture sectors, and UNDP is already supporting development of the NAP GCF Programme in the country. There are is a large and fast-growing domestic market with the presence of some international agri-food companies, with potential for cold chain innovations which may lead to great impacts in food loss and waste reduction, especially in its target value chains of wheat, maize, and chicken.

ETHIOPIA:

214. Landlocked Ethiopia in North East Africa has a population of over 104.9 million. It has a GDP of US\$80.5 billion (2017), growing at an average annual rate of 7.6%. Ethiopia has a long history of coping with extreme weather events, including intense rainfall, and severe drought events. Future climate variability and change are expected to worsen these conditions, potentially accelerating already high levels of land degradation, soil erosion, deforestation, loss of biodiversity, desertification, recurrent floods, as well as water and air pollution. It is top emitter for agriculture and land-use (1% of global emissions in the sectors, 88.4% of domestic emissions). Agriculture plays a big role in the country's economic strategy, by providing livelihoods to 95% of the population (FAO, 2019a).
215. Ethiopia submitted its NDC to the UNFCCC in 2017 (Government of Ethiopia, 2017), in support of the country's efforts to realise its development goals as laid out in its Growth and Transformation Plan II and its Climate Resilient Green Economy (CRGE) Strategy (Government of Ethiopia, 2011), and in order to operationalise green growth planning within the country's development and economic planning. Ethiopia remains committed to protecting its economy, reducing its vulnerability to climate change, and protecting the livelihoods of its population, which is highly dependent upon natural resources. It is a member of the InsuResilience Global Partnership for Climate and Disaster Risk Finance and Insurance ('CDRFI') and hosts Germany's Federal Ministry of Economic Cooperation and Development (BMZ) Green Innovation Centre for Agriculture. Its large and growing domestic market, with several national companies interested in sustainability, provide a strong foundation for action in the targeted value chains of milk, wheat, and cereals. Ethiopia submitted a NAP to the UNFCCC NAP Central portal in March 2019 (Government of Ethiopia, 2019).

MONGOLIA

216. Mongolia is a landlocked country of East Asia, with vast steppe plains and deserts which experience an unusually high number of sunny days every year. Mongolia has a very low population density, with many of its communities traditionally nomadic pastoralists. On some indicators of human development Mongolia performs very well, with notably high rates of adult literacy and primary education. Recent years have seen rapid urbanization, with over half of the country's population living in the Ulaanbaatar urban conurbation as of 2017 with an estimated 29.6% of the population living below the national poverty line in 2016 (World Bank, 2020e). Mongolia's agriculture sector is vulnerable to the impacts of climate change - one-third of the national labor force is employed in agricultural work, and it accounts for 8.4 percent of the country's exports and 10.6 percent of its GDP (World Politics Review, 2019). The impacts of the increase of the upper heat thresholds, changes in annual precipitation and increase in number of "dry days" will lead to a significant volatility in the agriculture sector, in addition to the increase in major climate-related hazards and frequent occurrences of storms (dust storms, windstorms, thunderstorms, and snowstorms), droughts, and extended harsh winters (dzuds) (World Bank, 2020e).
217. In 2016, it ratified the Paris Climate Agreement, and in 2018, released its Third National Communication to the UNFCCC, a comprehensive assessment of the national climate change context and future. Key national policy documents include the National Action Plan on Climate Change (2011-2021) and the Green Development Policy (2014-2030). The livestock and animal husbandry sector contribute to 80% of its agricultural production through several byproducts – it prepares 23.5 thousand tons of sheep wool, 5.2 thousand tons of goat cashmere, 1.3 thousand tons of large animal hair, 1.2 thousand tons of camel wool,

335.0 million liters of milk on average per year (FAO, 2019c). It ranks 81 globally in World Bank's Doing Business score (World Bank, 2019a), and high potential across its value chains in the animal husbandry and livestock sectors, vegetable production (such as potatoes) and other horticulture products.

NEPAL:

218. Nepal is a landlocked, mountainous country located in the Himalayas. Small-scale, subsistence agriculture is the mainstay of Nepal's economy, employing 78% of the country's workforce, and most of the population lives in rural areas. Water and forests are Nepal's abundant natural resources, with freshwater (derived from glaciers, snowmelt, and rainfall) accounting for 2.27% of the total world supply. Nepal's varied topography and social vulnerability make the country particularly susceptible to geological and climate-related disasters. The majority of emissions in Nepal are non-CO₂ GHG emissions from the agriculture sector; methane and nitrous oxide contributed 67% to total GHG emissions in 2010, arising from rice cultivation, enteric fermentation and agricultural soils (World Bank, 2018b). It was also a part of the first NAP-Ag Programme with FAO & UNDP. The NAP-Ag Programme in Nepal worked through the Agriculture and Food Security Working Group under the broader NAP process. This allowed the Programme to support the overall NAP whilst mainstreaming agriculture sector priorities into national processes. The Programme also highlighted the continual need for capacity building of national agriculture officers to operationalise climate change interventions in the field.
219. The Ministry of Forests and Environment is the focal point to develop, update and implement climate related policies in Nepal. Nepal's Climate Change Policy (2019) has a goal to contribute to socio-economic prosperity of the nation by building a climate resilient society. It includes objectives such as reducing GHG emissions by promoting green economy with the use of clean energy, enhancing adaptation and the capacity of local communities for optimum use and management of natural resources, and setting a low-carbon emission development by pursuing climate resilient socioeconomic development. Nepal ratified the Paris Agreement on October 5, 2016 and submitted its first NDC (Government of Nepal, 2016) and preparing to submit its enhanced NDC by 2020. It enjoys a good Doing Business score (10th in Asia) (World Bank, 2019a), with potential across its target value chains of vegetables, rice, and potatoes.

SENEGAL:

220. Senegal, a Sahelian country in West Africa, has enjoyed strong economic performance and steady growth over recent years, but the population's living standards are still very low. Poverty in Senegal is most prevalent in rural areas, where roughly 60% of the population resides. The other 40% are found in urban areas, where the majority live in rapidly growing urban suburbs. Low agricultural production, limited capacity of the economy to create sustainable jobs, and inadequate resource allocation for social services contribute to poverty. Senegal is vulnerable to drought, locust invasion, flooding and related health epidemics, sea-level rise, coastal erosion and its corollaries, and bush fire. 36% of its GHG emissions come from the agriculture sector (World Bank, 2020b).
221. The Ministry of Environment and Sustainable Development is the central body for climate change policies in Senegal. However, the National Committee on Climate Change, which consists of representatives from every ministry and the President's office, is also an important body involved in the process. The country has not published a comprehensive climate change strategy but developed the National Adaptation Programmes of Action in 2006 and submitted a detailed NDC in 2015 (Government of Senegal, 2015), providing Programmes and plans for mitigation and adaptation. Senegal ratified the Paris Agreement on September 21, 2016. There is strong institutional coordination on climate change and intention to increase the ambition of their NDC. The NDC was recently revised and will soon be submitted, ahead of COP 26. There is also a large and fast-growing regional market with the presence of some international agri-food companies (subsidiaries) part of agricultural sustainability platforms, with good opportunities for climate insurance business and for its target value

chains of rice, millet, and watermelons. FAO has also been supporting Senegal through the “Strengthening Adaptation Planning Capacities for Food Security and Nutrition in Senegal and Haiti,” focusing on an interdisciplinary and multi-stakeholder approach for the agricultural sectors’ resilience (FAO, 2019b).

THAILAND:

222. Thailand, in South-east Asia, has a population of 68 million. The agricultural sector contributed 10.5% to GDP in 2014, the industry sector 36.9% and the service sector 52.7%. The proportion of the urban population to the total population has also gradually increased following the expansion of the economy. Land is an important natural resource that supports the agricultural and non-agricultural sectors. In December 2004, a magnitude 9.3 earthquake triggered the Indian Ocean tsunami that hit Thailand, killing over 250,000 people and causing billions of dollars of damage. In areas where natural buffer zones remained inland territories were protected by large mangrove forests that dulled the wave’s impact and dissipated its energy. Climate change threatens all key sectors of Thailand’s economy: agriculture, tourism, and trade. Rice cultivation is the main source of methane emissions in Thailand, responsible for 89.8% of total methane emissions. Livestock is the second largest source, with 7% of total methane emissions (World Bank, 2020c).

223. The first five-year National Strategy on Climate Change in Thailand was released in 2008. Currently, the second five-year strategy is in place and was formulated with NAP-Ag support. The Ministry of Natural Resources and Environment’s Office of Natural Resources & Environmental Policy and Planning is responsible for preparing and coordinating the strategy. In addition, the country has also prepared a Climate Change Master Plan that provides a framework for all adaptation, mitigation and capacity building policies and action plans for climate change from 2012-2050. Thailand ratified the Paris Agreement on September 21, 2016 and submitted its NDC (Government of Thailand, 2016). There is strong institutional coordination mechanism with IKI supported GIZ Programme, and a high Doing business score (3rd position in Asia) (World Bank, 2019a). There is a presence of both national and international agri-food companies (subsidiaries) part of agricultural sustainability platforms, and especially for rice, palm oil, and maize.

224. Thailand was also a part of the UNDP & FAO supported NAP-Ag Programme. Through NAP-Ag’s partnership and coordination with both the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the Ministry of Agriculture and Cooperatives (MoAC) in Thailand, as well as GIZ, the Programme created avenues for communication and feedback that can contribute to increasing alignment between national and sectoral indicators and activities on climate change. Additionally, the use of national universities as service providers for Vulnerability and Risk Assessments and adaptation planning exercises has allowed for these institutions to continue to provide related capacity building support to government counterparts at national and local levels.

UGANDA:

225. Uganda, located in East Africa, has a population of 32 million and is growing at the rate of about 3.2% per annum. Uganda’s economy has grown at a slower pace recently, subsequently reducing its impact on poverty. Average annual growth was 4.5% in the five years to 2016, compared to the 7% achieved during the 1990s and early 2000s. Reliance on rain-fed agriculture remains a downside risk to growth, the income of poor people, as well as export earnings. Agriculture contributes up to 40% of Uganda’s total GDP and over 90% of the country’s foreign exchange earnings. Up to 95% of the population is engaged in rainfed mixed farming for food and cash income (CCAFS, 2020). As a part of the UNDP & FAO supported NAP-Ag Programme, significant progress was made especially on gender trainings. In particular, presentations by national gender experts allowed trainings to be embedded in local contexts, and discussions on existing policies and ongoing initiatives enabled adaptation planning processes to build upon what is already working. The agriculture sector was responsible for 48% of emissions, followed by the land-use change and forestry sector with 38% of emissions (FAO, 2016a).

226. The livelihoods of the people of Uganda are highly dependent on the exploitation of her natural resources. In its first NDC, Uganda prioritises adaptation (Government of Uganda, 2015). The country will continue to work on reducing vulnerability and addressing adaptation in agriculture and livestock, forestry, infrastructure (with an emphasis on human settlements, social infrastructure and transport), water, energy, health and disaster risk management. Sustainable Land Management (SLM) and Climate Smart Agriculture (CSA) will be scaled up to increase resilience at the grassroots level. Large and fast-growing domestic markets exist, with the presence of some international agri-food companies (subsidiaries) part of agricultural sustainability platforms, across key value chains such as beans, plantain, and grain. Through the NAP-Ag, Uganda has formulated a NAP for the agriculture sectors, which now requires support for implementation (Government of Uganda, 2018).