

## United Nations Development Programme

**PROJECT DOCUMENT*****Türkiye*****Project Title:** Supporting Capacity of CSOs in the field of Climate Change and Biodiversity**Project Number:** 01001798**Implementing Partner:** United Nations Development Programme (UNDP)**Start Date:** 1 March 2024 **End Date:** 29 February 2028**PAC Meeting date:** 15 April 2024**Brief Description**

Supporting Capacity of CSOs in the field of Climate Change and Biodiversity Project is to increase the capacities of civil society organisations to support the achievement of the ambitious targets of the net-zero and nature positive climate action. The specific objective of this action is to design and operate a technical assistance and grant mechanism in the form of a CSO Grant Programme, including capacity assessments, strategy and priority setting, trainings and launching of a call for proposals and to guide, monitor and evaluate the subgrants with a view to improve the capacities of the civil society actors. This capacity building activities will be conducted to:

- strengthen the operational and institutional capacities of CSOs towards better management of grants, climate justice, advocacy, environmental rights, engaging net-zero, biodiversity protection and nature positive climate action,
- promote the active involvement and participation of CSOs, working in the climate change and nature conservation thematic areas, in decision-making processes.

**Contributing Outcome (UNSDCF Outcome):**

**OUTCOME 3.1:** By 2025, all relevant actors take measures to accelerate climate action, to promote responsible production and consumption, to improve the management of risks and threats to people, to ensure sustainable management of the environment and natural resources in urban and ecosystem hinterlands.

**CPD Output:** Output 3.1: Evidence-based assessment and planning tools and mechanisms applied to enable gender-responsive climate change adaptation and mitigation to limit the impact of natural hazards

Indicative Output(s) with gender marker<sup>2</sup>: GEN 2

<b>Total resources required:</b>	USD 4,394,000 (up to) *EUR 4,000,000	
<b>Total resources allocated:</b>	USD 4,394,000	
	<b>UNDP TRAC:</b>	-
	<b>Donor (EU):</b>	USD 4,394,000
	<b>In-Kind:</b>	-
	<b>GMS (%7):</b>	(USD 287,457.94)
<b>Unfunded:</b>	-	

Agreed by (signatures)<sup>1</sup>:

Government		UNDP	
<b>Name:</b>	H. İŞİ CEMALİ BOĞAN Uluslararası Ekonomi, Politika ve Kuruluşları Genel Müdür Yardımcısı V.	<b>Name:</b>	Louisa Vinton Resident Representative
<b>Date:</b>	04/04/24	<b>Date:</b>	05-Jun-2024

<sup>1</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

<sup>2</sup> Note: Adjust signatures as needed

• H. İsmet CEMAL DOĞAN  
İstanbul Atatürk Kültür Merkezi ve  
Kongre Salonu, İstanbul, Türkiye

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## I. DEVELOPMENT CHALLENGE

Global biodiversity loss and climate change are interlinked threats to humanity. According to the IPCC, catastrophic path of climate change still can be averted through net-zero objectives in line with the Paris Agreement. Projected climate change impacts on natural cycles and socio-economic systems need to be mitigated and adapted through cross-sectoral and holistic approach.

The Global Goal for Nature requires commitments to be nature-positive by 2030 through collective action to halt and reverse nature loss compared to 2020 baseline. Augmenting the health, diversity, abundance, and resilience of natural systems is key to enhancing nature-based solutions against the adverse effects of climate change.

Sustainable management, restoring and conserving biodiversity and ecosystems are essential not only for mitigating but also adapting to climate change. Tackling both challenges to reach net-zero targets and nature positive goals will accelerate the socio-economic transition for the more resilient and sustainable pathway.

EU Biodiversity Strategy for 2030 highlights the importance of a resilient ecosystem for climate change adaptation and mitigation efforts.

Türkiye is one of the most vulnerable countries in regards to the subject of climate change. According to the latest projections, it is estimated that climate change will increase the variability of precipitation and accordingly, it will directly affect the availability of water resources. However, it is predicted that there will be an increase in disasters such as droughts and floods due to the change in precipitation intensity.

Türkiye has a unique importance in terms of biodiversity and ecosystems. Three out of 34 phytogeographic areas overlap in Türkiye. The total number of taxa in groups such as plants, mosses and lichens are 20,159 and 3,659 of them are endemic. The endemism rate is 18%. When the endemism rate is evaluated in terms of 6 living groups examined within the scope of Noah's Ark National Biodiversity Database Project, this rate is 27.6% where 3.2% of this belongs to local endemic taxa.

Civil society in Türkiye has been supported by the European Union (EU) through several programming and policy documents, including the IPA III programming framework. The Civil Society Facility and Media Programme, covering the period between 2021 and 2027, aims to strengthen participatory democracies and the EU approximation and integration process in the enlargement region through an enhanced contribution of civil society.

Complementary, the Civil Society Facility Action Document 2021-23 for Türkiye (CSF 2021-23 Türkiye) aims to foster a functioning pluralistic, participatory and representative democracy and the consolidation of a resilient civil society by promoting a culture of fundamental rights and dialogue. It will also contribute to implementing the EU Green Deal by supporting CSOs initiatives in the field and enhancing the capacities of CSOs working on disaster management.

UNDP Türkiye has been working with civil society organizations, non-governmental organizations, academia, the private sector, municipalities, and governmental organizations for climate action and biodiversity through Leave No One Behind (LNOB) approach since 1950's. Global Climate Promise programme of the UNDP has been successfully localized in Türkiye for inclusive action focusing net-zero target by 2053 and nature-based solutions at different scales of ecosystems.

UNDP Türkiye has been enhancing climate change and environment programme to strengthen the operational and institutional capacities of CSOs towards better management of grants, climate justice, advocacy, environmental rights, engaging net-zero, biodiversity protection and nature positive climate action, and to promote the active involvement and participation of CSOs, working in the climate change and nature conservation thematic areas, in decision-making processes, for the period of 2023 and 2030. UNDP has been successfully implementing the GEF Small Grant Programme at the global level, including Türkiye, focusing on CSOs working for biodiversity actions. In addition to this, UNDP has also globally implemented and executed the Adaptation Fund-UNDP Innovation Small Grant Aggregator Platform (ISGAP) under Adaptation Fund Climate Innovation Accelerator.

Despite the fact that the climate change impacts have been affecting the whole society with differentiated exposure and vulnerabilities, the untapped capacity and capability of the CSOs are not well recognized, empowered, and integrated with regional and national level policies and measures. Role of CSOs on decision-making, prototyping local solutions with replicable and scalable capacities, and partnerships with whole society approach needs to be strengthened in the area of climate change, nature-based solutions, restoration of ecosystems, and disaster risk management.

This action will increase the capacities of civil society organisations to support the achievement of the ambitious targets of the net-zero and nature-positive climate action at CSO level.

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This action will be complementary with the on-going “Civil Society Action towards European Green Deal” programme of the EU, with additionality and incremental support for the civil society organizations developing and piloting integrated and innovative solutions and actions on nature-based solutions for climate change mitigation, adaptation and/or co-benefits.

## II. STRATEGY

Türkiye has introduced several policies to increase CSOs participation in decision-making processes. According to the 11<sup>th</sup> National Development Plan (NDP) 2019-2023, increasing public awareness about civil society and organized civil society, ensuring that CSOs are in conformity with principles of transparency and accountability and promoting effective participation of CSOs to public policymaking are among targets with explicit reference to the adoption of an inclusive framework regulation for volunteering. According to the 12<sup>th</sup> National Development Plan 2024-2028, playing an active role of CSOs in the planning, making, monitoring and supervision of public policies in order to ensure the creation of a democratic, participatory, inclusive, accountable civil society structure with a high level of cooperation, adaptability and active citizenship awareness. However, the necessity of the legal, financial and administrative environment to be more conducive for developing civil society is noted by the EU.

This action will provide support to CSOs with its Technical Assistance (TA), and Grant components to increase the capacities of civil society organizations to support the achievement of the ambitious targets of the net-zero and nature-positive environment and climate action in Türkiye. Net-zero and nature-positive environment and climate action requires a joint effort of state and non-state actors including CSOs, especially at civil society level, a proper and enhanced technical assistance mechanism, well-designed and tailored grant mechanism for inclusive, innovative, and integrated environmental protection, biodiversity conservation, and climate change policies and measures. With this action, a comprehensive set of technical assistance will be conducted such as a CSO capacity assessment, theory of change for green local action with barriers and entry points, inclusive grant programme focusing CSO organizations, execution of the grant programme with augmented support from several experts and technical assistance team, support kit for visibility, communication and media, support kit for advocacy and legal cases, and a compendium with evaluation for future actions.

The final beneficiaries of the project are civil society organisations and (national or international) non-governmental organisations, including non-governmental academic or educational institutions. Local population is the natural beneficiary from the grants to be implemented by the GOs and CSOs. Lastly, relevant institutions on climate change, nature conservation, CSO engagement such as Ministry of Environment, Urbanization and Climate Change, Ministry of Agriculture and Forestry, Directorate of EU of the Ministry of Foreign Affairs are also among beneficiaries where engagement of GOs and CSOs are critical for inclusive and participatory policy making and implementation.

Civil society organizations at local, regional and national level will be the target group of this project. CSOs are often organizations which are in a position to experiment with innovative solutions to climate and biodiversity challenges. They often represent populations and regions excluded from the development process and play an important advocacy role for the groups and regions they represent. They are uniquely positioned to ensure a quick response to a development challenge, to reach communities at the civil society level, and to engage with excluded or marginalized population groups. In some instances, they hold special legitimacy as the exclusive representation of a certain group (i.e., recognized unions), so engagements with these institutions is essential for certain projects.

Examples of frequently excluded population groups that deserve attention in light of the 2030 agenda’s focus on “leave no one behind” (LNOB) and “reach those furthest behind first” within the context of climate change and biodiversity include, women and girls, rural populations, disadvantaged social groups, minorities, people affected by environmental degradation and depletion, workers’ associations and trade unions, youth not in education, employment or training.

Other stakeholders are:

- Presidency of Republic of Türkiye, Strategy and Budget Office,
- Presidency of Republic of Türkiye, Investment Office,
- Ministry of Treasury and Finance (MoTF),
- Ministry of Agriculture and Forestry (MoAF),
- Ministry of Environment, Urbanization and Climate Change (MoEUCC)
- Turkish Statistical Institution (TurkStat),
- Türkiye Environment Agency,
- Industrial Associations and Environmental CSOs, Universities and Research Centers.

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**Particular added-value elements:**

*Gender Equality*

Women face greater risks from climate change and more vulnerable to its impacts. At all implementation stages, a gender-responsive approach will be deployed: gender-sensitive vulnerability assessment will identify differentiated situations and needs of women and men vis a vis climate risks and ecosystem depletion; decision-making support tools aiming to factor in the gender gaps and gender-specific needs for design of capacity building activities in related risk contexts; and small-scale implementations in grant component exemplifying tools and methods of gender-responsive conduct.

Moreover, the project will offer equal opportunities between men and women as an integral part of its design, implementation, monitoring, and evaluation in line with the EU Gender Equality Strategy improving the balance between women and men in decision-making positions. Similar to the EU Gender Equality Strategy, UNDP highlights the importance of SDG 5 - Gender equality, for meeting SDGs in a holistic manner. UNDP, the leading UN organization for implementation of SDGs, will utilize the cooperation with UNDP Gender Equality Team and relevant UN Agencies, including UN Women, United Nations Environment Programme, and United Nations International Children's Emergency Fund for the implementation of the relevant capacity development, technical know-how and legislation review activities on this subject.

The gender equality approach of the project will include:

- Clear political will and allocation of adequate resources for gender-responsive conduct will allow translating of the concept into practice in and through all interventions.
- Gender analysis will be conducted at the stage of risk and vulnerability assessments as an integral component of those studies. The initial identification of issues and problems across all areas of activity should be such that gender differences and disparities can be diagnosed. Gender-sensitive risk and vulnerability assessments will lay the ground for the implementation of this principle and generate the evidence-base for systematic pursuit of gender-responsive policies and approaches in the field of urban and rural climate risk and vulnerability management. Risk and vulnerability assessments will include dedicated data collection and analysis practices and the chapters thoroughly outlining the gender gaps and differences along with the ways to respond and remediate their consequences.
- Equal participation of men and women will be ensured during the implementation phase in both roles of local beneficiaries /informants to be consulted and the project and/or governance system professionals of climate and ecosystem risk management to be directly involved in the implementation.
- In addition to ex-ante impact estimations, ex-post impact assessments will be conducted to ensure gender-responsive design and conduct of the interventions aiming for capacity development through devising decision-making tools and trainings and in the implementation of grant component.
- For the project partners and team members, a capacity development training will be conducted to explain the main elements of a gender-responsive approach to climate change risk management.

UNDP will utilize cooperation with UNDP Global Gender Equality Team and relevant UN Agencies, if needed, during the implementation of the relevant capacity development, technical know-how and legislation review activities on this subject.

The UNDP shall be requested to provide monitoring data recording the participation of men and women in terms of expert inputs (in days), as a proof of equal participation of men and women during the implementation phase. Furthermore, the necessary arrangements will be made to ensure that the project activities will be equally accessible to persons with disabilities.

*Sustainable Development Goals (SDGs)*

Leaving no one behind and a whole society approach are key principles for the Sustainable Development Goals (SDGs) and the 2030 Agenda guiding global action through local participation. Cities and regions are in a privileged position to transform the broad and abstract 2030 Agenda into concrete goals, to adapt these goals to their local context, and to help the public understand and be fully committed to them. Civil participation should be encouraged so that people take ownership of the Agenda. Local stakeholders such as CSOs, GOs, and the private sector, academia and individual citizens should therefore be committed to the SDGs and involved in their implementation and monitoring.

On 25 September 2015, the Member States of the UN agreed on the 17 Sustainable Development Goals (SDGs) of the Post-2015 Development Agenda. The SDGs build on the Millennium Development Goals, the global agenda that was pursued from 2000 to 2015 and will guide global action on sustainable development until 2030. The themes of the action are going to make direct contribution to SDG-13: Climate Action, SDG-15: Life on Earth, SDG-14: Life Below Water, and SDG-17: Partnerships for Goals whereas other SDGs mentioned below will also be addressed: SDG-5: Gender Equality, SDG-6: Clean Water and Sanitation, SDG-7: Affordable and Clean Energy, SDG-9:

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Industry, Innovation and Infrastructure, SDG-11: Sustainable Cities and Communities, SDG-12: Responsible Consumption and Production.

Means of project implementation:

Within this framework, the Action will also promote localizing SDGs by CSOs and GOs and the public at large through the following interventions:

- Involvement of specific sessions on SDGs in the capacity development programs
- Integrate the policies on climate action, nature conservation, gender equality and CSO engagement with reference to specific SDGs,
- Mainstream the SDGs in basic standards and principles of service delivery and performance management tools to be developed under the Action.

*Environment and Climate Change*

The Action directly relates to environmental and climate change issues at the national and local levels, targeting CSOs. It will improve the technical capacities and quality of information necessary for further progress in the implementation of EU Environment and Climate Change legislation and thus directly contribute to improved environmental protection and climate action, as well as the EU Green Deal. Nevertheless, as an example to others and as a matter of principle, the environmental impact of activities must be minimized as far as possible, e.g., by conserving paper.

*Promoting the Systematic Partnership of Government Organizations and Civil Society*

Representatives of governmental organizations will be consulted in the design phase of the grants to be mobilized by the UNDP. The action has been built based on a participatory approach. Furthermore, representatives of the different key stakeholders among national level CSs (such as Nature Conservation Center, WWF Turkiye, TUSIAD, TURMEPA, etc.), private sector (key sectors for European Green Deal - steel, aluminum, cement, fertilizers and electricity), governmental organizations (such as Climate Change Directorate, General Directorate of Nature Conservation and National Parks, State Meteorological Institute, AFAD, etc.) may also be invited to technical meetings, in case of need, and consequently will be informed in the monitoring, evaluation, and decision-making process.

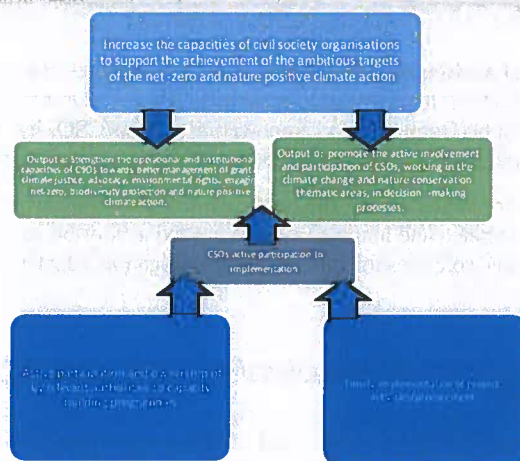
*Leveraging*

UNDP has a strong track record of leveraging financial resources throughout its projects on climate change and the environment. This Action will build on existing efforts such as the GEF Small Grant Programme, executed by the UNDP, and the Adaptation Fund-UNDP Innovation Small Grant Aggregator Platform (ISGAP) under Adaptation Fund Climate Innovation Accelerator. The Project will also actively seek other means to engage with the private sector, unions, bar associations, and public institutions to raise impact of green local actions funded by the grant programme of the Action.

**The Theory of Change Diagram**

The Theory of Change Diagram explains the areas that need to change substantially and chosen approach, assumptions and solutions below;

## Supporting Capacity of CSOs in the Field of Climate Change and Biodiversity



*Assumptions: Dark Grey/Dark Blue*  
*Overall Objective/Outcome: Light Blue*  
*Outputs: Light Green*

### III. RESULTS AND PARTNERSHIPS

#### Expected Results

As soon as the project is initiated, the following activities will be performed;

- **Establishment of Technical Assistance Team (TAT)**

The TAT, composed of a project manager and support staff along with key experts

There is a UN House in Ankara, and this office will host the project needs (mainly for project management function), equipped according to the working structure of the Project.

- **Launch Event**

The successful implementation and finalization of the Project call for a number of measures. Visibility of the Project carries the utmost importance both for the UNDP and the EU. Thus, a high-profile launch event will be organized. The launch event will help inform the public and the stakeholders about the Project and its activities. The date, agenda and the visibility materials will be shared with the EUD at least 10 days before the event date. The organizational expenses including but not limited to food and beverages, venue rent, stationery as well as travel and accommodation costs of relevant participants will be covered by the project budget. This event will also serve as the launch event for the grant programme, where an information meeting will be done with regards to the details of application, amount of budget, lots, priority areas, etc. that are normally contained in the grant guidelines.

All the participants will be provided with detailed information on the Project through well-designed presentations. UNDP shall prepare the agenda of the event and invitations. Electronic invitations will be issued widely. The press will also be informed and invited to the event to reach as much people as can be and to attract general public interest.

The overall objective of this programme is "to increase the capacities of civil society organisations to support the achievement of the ambitious targets of the net-zero and nature positive climate action".

The specific objective of this action is to design and operate a technical assistance and grant mechanism in the form of a CSO Grant Programme, including capacity assessments, strategy and priority setting, trainings and launching of a call for proposals and to guide, monitor and evaluate the subgrants with a view to improve the capacities of the civil society actors. The Action also has two main outputs as listed below:

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Output a: strengthen the operational and institutional capacities of CSOs towards better management of grants, climate justice, advocacy, environmental rights, engaging net-zero, biodiversity protection and nature positive climate action

Output b: promote the active involvement and participation of CSOs working in the climate change and nature conservation thematic areas, in decision-making processes.

The present Action entitled as “*Supporting Capacity of CSOs in the field of Climate Change and Biodiversity*” has 2 main components:

- **Component A – Technical Assistance (TA)** for increasing the capacities of civil society organisations on net-zero and nature positive climate actions through fostering partnerships of CSOs with local, national and European actors as well as business community (Output b), and empowering citizens/CSOs by improving the advocacy capacities of CSOs in areas of concern under climate change and biodiversity action (Output a and Output b).
- **Component B – Grants** for strengthening the organisational and implementation capacities of CSOs towards developing and piloting integrated and innovative solutions and actions on environmental protection, biodiversity conservation and nature-based solutions for climate change mitigation, adaptation and/or co-benefits (Output a and Output b).

**Component A. Technical Assistance (TA) for increasing the capacities of civil society organizations on net-zero and nature positive climate actions.**

Component A aims to build capacity of CSOs in the field of better management of grants, sustainable finance and human resources capacity of CSOs, advocacy, easy access to information, environmental rights and environmental justice, foster partnerships of CSOs with local, national and European actors as well as business community, and to empower citizens/CSOs by improving the advocacy capacities of CSOs in areas of concern under the climate change and biodiversity action.

Main activities:

**Output a.**

A.1. Assessment of needs of the CSOs in terms of training, advocacy, capacity building and carrying out a gap analysis between CSOs in Türkiye and CSOs in Europe

A.2. Capacity building programme, partnership and advocacy, grant management, financial management, legal advice, environmental rights

A.3. A communication and advocacy plan for the CSOs in areas of concern under climate change and biodiversity action

**A.1. Assessment of needs of the CSOs in terms of training, advocacy, capacity building and carrying out a gap analysis between CSOs in Türkiye and CSOs in Europe**

The Project will review the existing CSO engagement on climate change and biodiversity actions, within the frame of current and projected climate change impact, vulnerability and risk assessments in Türkiye. The needs assessment exercise will be geared to determine the level of progress that has been made by Türkiye at the national and local levels. The needs assessment will focus on gaps, experiences and opportunities with regards to the engagement of CSOs in relevant policies and measures. It is expected that the Needs Assessment Report will prepare the infrastructure and guide a grant programme to be prepared under activity B.1. of the Component B. The needs assessment exercise will make use of various tools including document reviews, questionnaires and interviews.

The following sub-activities will be carried out under this activity during the implementation:

A.1.1. Analyzing CSO engagement methodologies, including but not limited to a desk review of grants, policy-making campaigns, advocacy and legal cases, previously used for climate change and biodiversity actions at local, regional and national level for Türkiye.

A.1.2. Analyzing capacity needs of CSOs to identify entry points for partnership and advocacy on climate change and biodiversity actions at local level.

A.1.3. Analyzing available communication and visibility tools for the CSOs to use during their local actions.

A.1.4. Analyzing effectiveness and efficiency of past CSO grant programmes for climate and biodiversity actions.

A.1.5. Identifying priority local actions for climate change and biodiversity protection at regional level based on regional vulnerability and risk assessments

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## **A.2. Capacity building programme, partnership and advocacy, grant management, financial management, legal advice, environmental rights**

The project will design and implement a capacity building programme that will strengthen the capacity of CSOs on partnership and advocacy for improving their effective and efficient implementation at local level. Capacity building programme will focus on all relevant CSOs in Türkiye and be implemented both using digital tools, and physical meetings and workshops. Invitation to the capacity building programme will be announced widely at national level, and participation will be subject to a list of criteria based on relevancy, ownership, vulnerability to climate change, impact level from biodiversity degradation, and capacity level (less capacity will be prioritised). In addition to digital tools, at least 1 physical meeting and/or workshop will be conducted in 7 geographic regions of Türkiye.

There are recent indices that take into account priorities in geographical conditions that are valid for governmental institutions. The recommendation of the Strategy Budget Office regarding the prioritization of the provinces such as Istanbul, Antalya, Yalova, Muğla and Sakarya will be discussed in the Technical Advisory Committee. The following sub-activities will be carried out under this activity:

**A.2.1. Developing the capacity building modules based on needs assessment studies under A.1. of this component.** The modules will include several topics including climate change and biodiversity loss impacts, EU Green Deal, Agenda 2030, partnerships, legal context and juridical cases, type of local activities for mitigation, adaptation, and co-benefits, just transition, environment as a human right, gender responsive thinking, project cycle management, etc. List of modules will be finalized based on outputs of the Needs Assessment activities under A.1

**A.2.2. Digitalizing the modules of capacity building programme with visual and audible versions.** All digital modules will be uploaded on the project website.

**A.2.3. Conducting 7 regional level capacity building meetings and/or workshops, one in each 7 geographic regions, with a duration of 3 days (1 day preparation and travel, 2 days implementation), with the participation of project team and key experts**

**A.2.4. Providing available knowledge materials on climate change and biodiversity loss with an online platform consisting of local, regional and national reports, EU knowledge resources on EU Green Deal**

**A.2.5. Establishing an online partnership platform for matchmaking local and national NGOs to share knowledge and experience**

**A.2.6. Preparing and disseminating an online newsletter for sharing information on project implementation, and local news from the CSOs for green local action**

### **Output b.**

## **A.3. A communication and advocacy plan for the CSOs in areas of concern under climate change and biodiversity action**

The project will design and implement a communication and advocacy plan, which includes the means of communication, the target group, frequency of communication, the key messages, social media messages, etc. focusing on the CSOs' activities on green local action. Communication and advocacy plan will focus only on key CSOs selected as per multi-decision criteria during the capacity building programme implemented under A.2 of this Component. Such selection will be made to create examples to be disseminated based on replicable solutions for systematic problems such as unsustainable use of natural resources, increasing vulnerability of local communities to climate change impacts, insufficient and/or lack of partnership and engagement with local and national authorities, lack of judicial support, etc. The selection of CSOs will be finalized based on results of A.1.5 - priority local actions for climate change and biodiversity protection at regional level based on regional vulnerability and risk assessments. Minimum 7 (one for each geographic region), maximum 15 CSOs will have a communication and advocacy plan with support of this activity.

The following sub-activities are as follows:

**A.3.1. Preparing a concept and content of communication and advocacy plan in general format, to be tailored with the involvement of selected CSOs**

**A.3.2. Selection of CSOs to prepare their own communication and advocacy plan**

**A.3.3. Supporting selected CSOs for finalizing communication and advocacy plan**

**A.3.4. Introducing selected CSOs to possible partners at local and national levels with their communication and advocacy plan in the online partnership platform (established under A.2.6.)**

**A.3.5. Promoting selected CSOs communication and advocacy activities at online newsletter prepared for green local action.**

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**A.4. Lessons learnt activity for CSOs where civil society actors are brought together and learn from each other and from the grant programmes applied so far by the IPA funds. This would also provide lessons learnt for programming for the next phases**

A.4.1. Organization of one Coordination Workshop among civil society actors for ensuring exchange of information in online means

A.4.2. Preparation of Lessons Learnt Report, including the details of the workshop

**Component B. Grants for strengthening the organisational and implementation capacities of CSOs towards developing and piloting integrated and innovative solutions and actions on nature-based solutions for climate change mitigation, adaptation and/or co-benefits.**

Component B will be managed by the UNDP in accordance with its own rules, regulations, policies and procedures for Low Value Grant Modality. This component will serve for Output a and Output b.

**B.1. Preparation of a grant programme based on needs and capacity building assessment (Output a)**

The project will prepare a grant programme based on the activities above. Aim of the grant programme is to strengthen the organisational and implementation capacities of CSOs towards developing and piloting integrated and innovative solutions and actions on nature-based solutions for climate change mitigation, adaptation and/or co-benefits, which will be implemented under the Component B of this project. The needs assessment study will focus on the effectiveness and efficiency on past grant programmes for climate and biodiversity actions at local level, and priority local actions based on most available vulnerability and risk assessments will be key inputs for preparation of the grant programme. Grant programmes will be directly implemented and oversighted by the UNDP's low-value grants (LVGs) which is a cash award – selected via programmatic decisions – to civil society and non-governmental partners to generate and solicit development solutions for.

It will not be a criterion for the CSOs applying for the grant call to operate solely in the field of environment and biodiversity; however, it is important that their project is related to the environment, and they have experience and knowledge in this area, which means any CSOs is planned to be able to apply to the grant programme. This is because climate change and biodiversity could be viewed as a cross-cutting issue and mainstreamed into business as usual.

The following sub-activities are as follows:

B.1.1. Preparing a template for grant agreement with the CSOs fully in line with the UNDP Standard Terms and Conditions for the Low Value Grant Agreement (LVGA), in English (with translation in Turkish available for CSOs).

B.1.2. Identifying Selection Committee members composed of the UNDP staff. UNDP will coordinate and oversight other similar grant projects' to avoid duplication in the same field. EUD can be observer in this Committee.

Moreover, there will be an Advisory Board composed of UNDP Türkiye, EUD, NIPAC and other relevant governmental institutions and line ministries such as Ministry of Environment, Urbanization and Climate Change and Ministry of Agriculture and Forestry as per the need, where grants in the field of climate change and environment will be further coordinated. Thus, the awarded projects under this grant programme and projects supported by other relevant ministries and NIPAC will be coordinated. This is important for increased impact, avoidance of duplication and coordination in terms of capacity building and communication and outreach activities and evaluation of cumulative impact.

B.1.3. Develop the Supporting Capacity of CSOs in the field of Climate Change and Biodiversity Grant Programme. The Call for Proposals will be made through this guideline. The other documents to be prepared are the following: (i) Guideline for Evaluation Committee, (ii) Grant Implementation Guideline, (iii) Procurement Guideline, (iv) Visibility Manual, and (v) Monitoring Guideline.

B.1.4. Announcing the launch of the Call for Proposals with clear set of criteria on selection process. In case of need, a second round of call for proposals will be made in order to maximize the delivery rate and increase the contracting rate.

B.1.5. Organizing at least 7 informative sessions on the use of the "Guidelines for Grant Applicants" to CSOs following the launch of the Grant Programme. Each session will be focused on "grant programme introduction", "LVGA proposal preparation" and "Implementation of Grants".

B.1.6. Providing help desk for the grant applicants through a team of experts under B.1.2.

**B2. Implementation of the Climate Change and Biodiversity Grant Programme (Output a and Output b)**

The overall indicative amount made available under this call for proposals is USD 2,361,261,68. The initial planned duration of an action may not be lower than **12 months** nor exceed **18 months**. Priority will be given to the CSOs

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registered in the earthquake-affected region, and/or to a grant Project to be implemented in this region. Selected CSOs will act as lead organizations and be responsible for UNDP Türkiye through signing a "Low Value Grant Agreement".

The inclusion of innovative tools to support CSOs as well as evidence of complementarity with actions implemented under other programmes financed by the EU will be considered **as an added value**. The principles of rights-based approach, inclusiveness, gender equality and non-discrimination are among the core values of the European Union and the United Nations and should be taken into consideration in the grant applications. It is important to note that, if awarded grant, the grant beneficiary will be expected to report gender-segregated data where applicable. The promotion of networking and alliance building, including with peer European organisations, will also be considered **as an added value**.

The following sub-activities are as follows:

**B.2.1. Selection of grantees**

**B.2.2.** Establishing a web-based grant programme information system for grantees to follow up their notifications/amendment requests and to provide input for monitoring and evaluation of grant projects. Whenever possible, UNDP's internal systems and already in use software may be utilized for this purpose.

**B.2.3.** On-going technical and administrative assistance during grant implementation for the CSOs

**B.2.4.** Monitoring and evaluation visits to the CSOs as per the need of the grant implementation

**B.2.5.** Design and develop compendium for the grants

**B.2.6.** On-going communication and networking activities with the involvement of grantees and key stakeholders

**CSO Fair Event:**

The Project will have a CSO fair as closure activity where civil society actors will have a chance to explain and showcase what they have done within the scope of the grant programmes. This meeting will also serve as a closure event for the project in Ankara. The closure event will help inform the public and the stakeholders about the Action results and achievements in general.

All participants will be provided with detailed information on the project through well-designed presentations. UNDP shall prepare the agenda of the event and invitations. Electronic invitations will be issued widely. The press will also be informed and invited to the event to reach as many people as can be and to attract general public interest.

The CSO Fair event aims at increasing the outreach of CSOs in terms of their fields of activities, to provide them with a platform to promote their communication related activities, best practices, materials/QR codes for their reports such as videos created during their grant projects, share their lessons learnt/best practices, etc.

The EUD will be consulted on the organisation level and structure of the event. Representatives of the EU Delegation will be invited and informed about the event at least one month in advance. Moreover, UNDP will prepare a post-event report and share it with the EU Delegation.

**Size of grants**

1. Any grant requested under this call for proposals must fall between the following minimum and maximum amounts:
  - a) minimum amount: USD 50,000.00
  - b) maximum amount: USD 150,000.00
2. Any grant requested under this call for proposals must fall between the following minimum and maximum percentages of total eligible costs of the action:
  - a) Minimum percentage: 75% of the total eligible costs of the action.
  - b) Maximum percentage: 100% of the total eligible costs of the action

In case the grant applicant seeks for the minimum percentage, CSO is expected to illustrate that the rest of the budget is covered by their own funds.

Possible minimum and maximum grant amounts and number of grantees for 2,361,261.68 USD is given in the below table. Grant budget would be planned as below:

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<b>Lots</b>	<b>Min Amount (USD)</b>	<b>Max Amount (USD)</b>	<b>Total Allocation (USD)</b>	<b>Number of Grantees</b>
Lot 1	50,000	150,000	2,361,261.68	16-29

Types of actions

Types of action which may be financed under this call are:

- Actions towards nature protection and biodiversity (including agricultural biodiversity) conservation,
- Actions addressing protection of the marine ecosystem,
- Actions addressing climate action (including both mitigation and adaptation with particular focus on Nature Based Solutions),
- Actions towards dissemination and piloting of sustainable and smart agricultural practices including irrigation, sustainable food systems and sustainable food consumption,
- Actions towards raising awareness on chemicals management and persistent organic pollutants, including rehabilitation of contaminated sites
- Actions towards tackling environmental pollution (with particular emphasis on prevention),
- Actions related to circular economy and resource efficiency (including waste and/or water management and energy efficiency),
- Developing and piloting integrated and innovative solutions and actions relevant to the objectives of the call,
- Actions towards data and information generation, gathering and dissemination for environmental protection,
- Actions towards improved access to environmental information and justice etc.

Types of activity

Below a non-exhaustive list of activities:

- Trainings, coaching, counselling, mentoring,
- Legal support and ad hoc support,
- Organisation of meetings, seminars, conferences,
- Service delivery activities in relevant thematic areas,
- Advocacy campaigns, dialogue with public authorities, access to information and participatory decision making,
- National and international mobility aiming at expanding networks and platforms membership and at liaising with key stakeholders,
- Evaluation, monitoring, data collection; including citizen science,
- Dissemination and sharing of information and knowledge, including recording of intangible local heritage/knowledge,
- Studies, sectoral analysis, needs assessments, researches are eligible as long as they are not a duplication of already existing and publicly available documents.

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### Resources Required to Achieve the Expected Results

The project will start through fine-tuning the activities through an assessment of the current needs against the defined results of the Action. UNDP will use the first period of the project to orient itself to the Action and reflect its collective experience and best judgement on the specifics of the Action.

UNDP will determine the scope of the visibility actions in close collaboration with the Contracting Authority (CA). These actions will include designing, setting up and maintaining a bilingual (Turkish and English) project website and designing project newsletters, business cards, banners, posters, project logo and acronyms etc. for the Project. Moreover, the communication action plan will be reviewed and revised during this period. A further detailed planning for the technical assistance to Supporting Capacity of CSOs in the field of Climate Change and Biodiversity Grant Programme will be made. During this phase, a detailed work programme with regards to the GLAGP will be developed with a draft study on communication strategy for the grant programme.

A gender mainstreaming action plan will also be prepared as soon as the project starts with the direct contribution of the UNDP Gender Analyst, Project Manager, Projects Coordinator, and Portfolio Manager.

In the implementation of the project activities, the TAT will bring together its ability to improve human capacity, augment implementation efforts at local and national level, and impact evaluation frame as well as to advocate, advise, promote dialogue, achieve consensus and build data-driven and accountable networks in line with international norms and standards.

#### *For all activities:*

Given the specific structure of this project some activities may need to be fine-tuned or further discussed and agreed with the EUD during the implementation. Any revision to this document (and to the budget) will be done in accordance with the General Conditions (Annex 2) of the EU-UNDP Contribution Agreement

- Number of participants, days and events are stated indicatively, which may show slight differences. If the numbers diverge considerably, necessary measures will be taken by the Organization in order to ensure the expected results to be reached. Under pandemic circumstances and restrictions, the events can be organized at online platforms. In that case, necessary measures will be taken by the Organization in order to ensure the expected results to be reached. Number of participants, days and events are indicatively stated in the Annex 3 "Budget"
- No per diems will be paid to the civil servants but their costs will be reimbursed based on the actual cost incurred by them.
- The success and effectiveness of the trainings will be evaluated through a "2 level approach".
  - Level 1 – Reaction: Measuring trainees' reactions to the relevance and usefulness of the materials through questionnaires.
  - Level 2 – Learning: Measuring trainees' knowledge and skills through tests during and after the trainings, later on trainees will be provided with certificates.
- Durations stated for the technical visits do not include the travel days unless it is proven to be more cost effective (e.g., some activities can be carried out during the arrival/departure day).

### Risk and Assumptions

The Risk Register is provided in Annex.

### Stakeholder Engagement

Civil society organizations at local, regional and national level will be the target group of this project. CSOs are often organizations which are in a position to experiment with innovative solutions to climate and biodiversity challenges. They often represent populations and regions excluded from the development process and play an important advocacy role for the groups and regions they represent. They are uniquely positioned to ensure a quick response to a development challenge, to reach communities at the civil society level, and to engage with excluded or marginalized population groups. In some instances, they hold special legitimacy as the exclusive representation of a certain group (i.e., recognized unions), so engagements with these institutions is essential for certain projects.

The target groups of the Project are general public, including members of the civil society organizations working on climate change and/or biodiversity and (national or international) non-governmental organizations, including non-governmental academic or educational institutions.

Other stakeholders are:

- Presidency of Republic of Türkiye, Strategy and Budget Office,
- Presidency of Republic of Türkiye, Investment Office,

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- Ministry of Treasure and Finance (MoTF),
- Ministry of Agriculture and Forestry (MoAF),
- Ministry of Environment, Urbanization and Climate Change (MoEUCC)
- Turkish Statistical Institution (TurkStat),
- Türkiye Environment Agency,
- Industrial Associations and Environmental CSOs, Universities and Research Centers.

***Expected Impact on Target Groups/Beneficiaries***

The project is expected to generate the following impacts:

1. Number of partnerships of CSOs with local, national and European actors as well as the business community increased
2. Communication and advocacy capacity of CSOs on net-zero and nature-positive actions enhanced
3. Awareness on net-zero and nature positive policies and measures of CSOs enhanced

Number of on-the-ground activities of CSOs about net-zero and nature-positive activities increased

The Budget of the Project includes a sizable amount of funds for actions related to the visibility and communication of the Project and its outcomes. All necessary measures will be taken to ensure the visibility and communication of the financial cooperation between the European Union and the Republic of Türkiye. All visibility actions will be carried out in accordance with the General Conditions (ANNEX-II – General Conditions to the Contribution Agreements, Article 7). These activities will follow the “Joint Visibility Guidelines for EC-UN Actions in the Field”:

([http://eeas.europa.eu/archives/delegations/rome/documents/eu\\_united\\_nations/ec\\_un\\_joint\\_visibility\\_guidelines\\_en.pdf](http://eeas.europa.eu/archives/delegations/rome/documents/eu_united_nations/ec_un_joint_visibility_guidelines_en.pdf))

The new EU-Türkiye cooperation logo should be accompanied by the following text: Funded by the European Union.

All materials will bear the EU-TR financial cooperation logo (in line with EU visibility rule on the use of its emblem).

All photos, visuals, films and media materials produced throughout the course of the Project might be used by the EUD in publications, websites and social media.

Due to the need for intensive, coherent and specialized visibility actions, a certain amount of the funds set aside for visibility will be utilized. All equipment, if applicable, shall have a solidly fixed and durable label, as appropriate for each piece of equipment, with EU-Türkiye flags in line with EU visibility and communication requirements on the use of its emblem.

In order to ensure adequate representation, the EUD should be informed and invited in due time (at least 30 days) before any major activity or event planned under this EU funded project.

The entire visibility actions will be discussed and reviewed in detail as soon as the project starts in agreement with the EUD. Visibility and communication measures specific to this Project will be complementary to the broader communication activities implemented directly by the European Commission services and/or the EU Delegation. The European Commission and the EU Delegation shall be fully informed about planning and implementation of visibility and communication activities in line with the FAFA and General Conditions. In specific terms, the following visibility-related activities will be carried out during the lifetime of the Project:

- Preparing and maintaining a project website: Project description, events and activities will be published on this specific project website.
- Forming and maintaining project social media presence: Project will have social media accounts updated daily and integrated with EUD and UNDP Türkiye’s accounts.
- Preparing success stories to be used on the website and social media: These will be the main content for social media and website. They will be prepared by the UNDP Türkiye Communications Team.
- Organizing field visits to support communications of project results: Project outcomes and results should be turned in to visibility content such as: theme-based flyers, brochures, info-sheets, messages and other materials including project papers, files, pens, notebooks, USB, stickers; booklets about the scope and objectives of the Project and its activities at the local level. The type of visibility materials will be discussed with the EUD Türkiye during the course of implementation.
- Media Packages for various events and social media, which will include the details of the events which will be conducted in the scope of the Project. The information will include the agenda, objectives and the key messages to be conveyed to the public about climate change.

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The communications and visibility activities aim to;

1. Raise awareness about the project's objectives and the financial cooperation between EU and TR.
2. Enhance the visibility activities of the project through high level technical support and guidance and also the improvement of the relations between the Project, the public at large and the media.
3. Enhance the visibility activities of the project as well as the EU visibility and the UNDP through technical and substantive support.
4. Contribute to raise awareness and visibility about the Project and its activities, providing support to the EU Policy Dialogue and the EU Climate Diplomacy in particular.
5. Establish accurate, sound and rapid information dissemination to avoid possible problems with the Project implementation.
6. Establish positive media representation for the Project.
7. Engage with local actors by disseminating information as well as with visibility and communication activities.
8. Meeting the communication-related needs and EU visibility requirements by the Project management.

Target groups:

- the general public; important in terms of creating awareness and public support for the Project,
- key stakeholders in Türkiye, including government officials, private sector and other international organizations,
- CSOs, local stakeholders, and vulnerable communities and citizens,
- press/media,
- Local Administrations/Institutions in EU Member States,
- Related other international organizations.

In addition to the above, the environmental impact of activities will be minimized for the implementation of all visibility activities as an example to others and as a matter of principle.

#### **Sustainability and Scaling-Up**

While the Project will have a major contribution to Türkiye's sustainability with on-the-ground actions, the project itself is designed to have sustainable results beyond its lifespan. For safeguarding institutional sustainability, the first component of the Project will provide CSOs with tools, methodologies, and advocacy capacities to support net-zero and nature positive actions. The trained CSOs will continue working for maintaining the outcomes of the Project in the future, however in order to secure institutional capacity, the outputs of the project, including training materials, on-line capacity building modules, guidelines as well as all pieces of data and information gathered will be kept in an online repository within the web site of the project.

The Climate Portal to be established by the Ministry of Environment, Urbanization and Climate Change by another EU funded project would be linked to the CSOs actions to enhance coherence and collaboration. Moreover, grant programme within this Project will have a significant contribution to the sustainability of the Project.

Communication and advocacy plans for selected CSOs are also organized to ensuring institutional sustainability by assisting in the capacity building of local CSOs. Partnerships among non-governmental organizations, civil society, and service providers in the implementation will also contribute to the sustainability of the Project in terms of dissemination of knowledge and know-how to support net-zero and nature positive activities.

Investment in IT and monitoring equipment will strengthen and modernize monitoring systems having an impact on the quality of the monitoring results and improving capacity to implement local actions in a more specialized manner across the country.

#### **Financial Aspect**

The Project is geared towards establishment of required institutional capacity and the funds will be used by the CSOs for net-zero and nature positive actions at CSO level. As such, once the required institutional capacity is established among civil society organisations and non-governmental organisations, they will be able to enhance the role of CSOs for the national level policies and measures through new partnerships and their own resources.

#### **Institutional Level**

The project will develop significant capacities both at the central level and the local levels through design and delivery of the training programs via online toolkits. A tailor-made communication and advocacy plan for selected CSOs based on the representation of local-level solutions to regional and national level vulnerabilities from climate change, and selected grantees with replicable solutions on net-zero and nature-positive actions will increase local and national level CSO capacity.

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#### IV. PROJECT MANAGEMENT

##### Project Management

##### Project Steering Committee (PSC)

At the top of the project management structure, there is the Project Steering Committee (PSC), which will steer and provide advice on the overall programme implementation. PSC will be co-chaired by the UNDP and the EUD.

The PSC will consist of representatives of the Contracting Authority (EUD) and UNDP as well as the Presidency of Strategy and Budget Office, Ministry of Foreign Affairs as members. Other relevant stakeholders such as the Ministry of Environment, Urbanization and Climate Change, and the Ministry of Agriculture and Forestry might be invited as well, depending on the need.

The PSC will meet annually, or whenever deemed necessary by its members, to discuss the progress of the Project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken. The co-chairs of the PSC may invite other relevant participants to the PSC meetings. The responsibility for the organization of the PSC meetings including the preparation of minutes lies with the TAT.

The PSC acts as the decision-making body that will provide high-level strategic guidance and oversight on the implementation of the Project. The PSC is a mechanism for consultation and consensus-based steering of the programme. However, in case a consensus cannot be reached within the PSC, the final decision shall rest with the UNDP in order for UNDP to ensure compliance with its procedures and its obligations towards the Contracting Authority.

The PSC will be responsible to:

- provide overall guidance and verify the achievement of the outputs and results specified in the project or as amended,
- monitor the progress made towards project indicators in line with the logical framework or propose changes where appropriate,
- assess the progress of the project components as per the utilization of the allocated budget, such as for procurement, and contract management,
- recommend eventual amendment of the project timeline, review and approve any change from the defined work plan,
- approve quarterly and annual work plans, assess progress, discuss lessons learned, and take decisions on proposals and recommendations put by any of its members.
- discuss actions to be undertaken in the following quarters in terms of achievement of indicators in the Project,
- contribute and monitor the outreach and communications activities among relevant partner/target institutions,
- coordinate the involvement of the partner/target organizations for effective follow up of progress made and ensure the timely flow of information between these institutional partners,
- monitor and facilitate linkage among different project components/contracts and the project linked with the activities of other projects, donors or through national fund,
- coordinate among different project components/contracts ensuring effective sequencing between interrelated components.

##### **Technical Assistance Team (TAT)**

UNDP will establish a Technical Assistance Team (TAT), which will work in close cooperation with the relevant actors. TAT will be composed of long and short term high-calibre experts to be backstopped by the UNDP. The TAT will be led by the Project Manager.

The selection of the TAT members will be made in compliance with UNDP rules and policies. The TAT responsibilities include:

- Maintaining liaison with EUD and government authorities to determine what the immediate and mid-term priorities of the Project are including the preparation of plans to address these priorities;
- Management of project activities in order to ensure that immediate and mid-term priorities are within the scope of the Project;
- Monitoring of the project progress with reference to the logical framework matrix;
- Acting as the secretariat for the PSC.

For day-to-day interactions, the Project Manager will be the main contact person for the project stakeholders.

The project will be managed in line with rules and procedures of UNDP in all terms including recruitment of the TAT.

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### **Key Experts**

#### **Key Expert 1**

The KE1 will be providing technical expertise for the achievement of the results under Component A in cooperation with KE2 and TAT. KE1 will work for 400 days during the project lifetime. KE1 will report to the Project Manager. KE 1 will be responsible for all activities of the project (including TA and grant programme) and provide support as need be.

#### **Key Expert 2**

The KE2 will be providing technical expertise for the achievement of the results under Component B. KE2 will work for 400 days during the project lifetime. KE2 will work in cooperation with the other KE and the TAT members. The KE2 will report to the Project Manager. It is important to have KE 2 in the grant programme throughout the entire project duration and especially in terms of serving for grant programme monitoring.

### ***Administrative and Support Staff***

#### **Project Manager (PM; Full time - 48 months)**

The PM will be recruited/assigned full-time for the overall project's duration (48 months). The PM will be in charge of managing operational issues (i.e., mobilization of short-term experts, procurement, payments etc.) as well as managing contractual relations with the Contracting Authority (EUD). S/he will ensure that all reporting will be compliant with as the rules defined in the General Conditions of the Agreement (Annex-II). S/he shall be responsible for reviewing progress reports and output related substantial documentation, as well as liaising with the EUD as well as national and international stakeholders at the institutional level.

S/he will report to the UNDP Climate Change and Environment Portfolio Manager.

#### **Grant Manager (GM; Full time - 48 months)**

The GM will be provided for full-time during the 48 months. The GM will be in charge of managing grant programme, and acting as a Deputy Project Manager, as well as supporting the Contracting Authority in preparatory works of the grant programme, as well as evaluation and selection of grant programme and grant project and compiling lessons learnt. S/he will report to the UNDP Climate Change and Environment Portfolio Manager.

#### **Project Associate (PA full-time for 48 months)**

The PA will be provided for full time. The PA shall be responsible for drafting progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. S/he will also provide soft assistance to key experts, as deemed necessary by the Project Manager. S/he will report to the PM.

#### **Project Assistant/Interpreter (PA - Full time 48 months)**

The PA will be provided for full time during the project period (48 months). The PA will provide the TAT with sufficient administrative support. In addition to their daily routine, the PA will also fulfil the tasks to be assigned by the PM. The PAs will be tasked to assist the experts (including STEs) who cannot speak Turkish to interact with the Project's stakeholders most of whom are not fluent in English, to translate outputs of the project. S/he will report to the PM. Moreover, it is expected that the assistant will serve for communication-related activities, as well.

### **UNDP DIRECT PROJECT COSTED STAFF AND ROLES**

In addition to the project staff, depending on the nature of the work and complexity a number of technical and administrative roles and services are covered by the UNDP country office and are cost-shared within the office. The role of these staff is not the provision of guidance or overseeing the implementation, but rather directly implementing the project themselves in proportions indicated below. These positions are not horizontal; they are totally considered as a direct part of the activities that the European Union finances as described in this document. Direct project support staff costs are proportionally budgeted to the Project based on their direct and necessary involvement in the implementation of the Project.

The difference between the Technical Assistant Team and direct project support staff is that the latter do not provide support only to this Project, but they also work for some other projects according to the direct attribution to the respective projects. This brings in the know-how, synergy potentials, standardization and efficiency in the project's implementation, serving for the institutional memory, sustainability in terms of follow-up aftermaths of project implementation at portfolio level.

#### **Climate Change and Environment Portfolio Manager (10% time allocation for 48 months)**

The Portfolio Manager will supervise the Projects Coordinator and Project Manager to provide thematic guidance, in relation to climate change and environment portfolio. S/he will serve as a senior representative and engage with stakeholders accordingly. S/he will ensure the delivery of the Project and will be prepared to represent UNDP at the

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national/regional/international level. In specific terms, the Portfolio Manager will provide strategic guidance for the sustainability of the Project and for better service delivery in line with “UNDP Programme and Project Management Procedures”. In addition, the Portfolio Manager will ensure coordination and coherence with other projects/programs of UNDP and other organizations in the fields of climate change adaptation, SDGs, gender equality, natural resources and biodiversity, chemicals and waste, etc. S/he will directly participate in the project activities to perform roles mentioned above.

**Climate Change Projects Coordinator (20% time allocation for 48 months)**

Climate Change Projects Coordinator will supervise the TAT and provide thematic guidance to the PM and TAT, in relation to net-zero and climate action, in addition to community engagement and CSO relations. S/he will ensure high quality and timely delivery of the project and will be prepared to represent UNDP at the national/regional/international level. In specific terms, the Projects Coordinator will contribute to the implementation of the project in line with “UNDP Programme and Project Management Procedures”. S/he will directly participate to the project activities to perform roles mentioned above.

**Monitoring and Evaluation Officer (10% time allocation for the 1<sup>st</sup> and 4<sup>th</sup> year and 20% time allocation for the 2<sup>nd</sup> and 3<sup>rd</sup> year depending on the M&E workload in the project, overall 48 months)**

The Monitoring and Evaluation Advisor (MEA) supports the Project by ensuring that it remains compliant with UNDP Rules and Regulations, with respect to quality assurance management, reporting in the field of Result Based Monitoring. S/he liaises with the QA Unit of UNDP Türkiye CO. S/he will maintain a close working relationship with the PM and will provide further assistance to the TAT, as required. MEA will report to Portfolio Manager.

**Communications Assistant (20% time allocation for 48 months)**

The Communications Assistant will maintain an appropriate degree of communications for the Project and in accordance with the EC-UN Joint Visibility Guidelines. The duties will include, but not be limited to, drafting of strategic communications, ensuring the quality of the promotional materials, drafting of speeches and presentations for public events, reporting (in relation to Project communications) via the UNDP and other approved websites by the stakeholders, management of project media content in line with UNDP practices. The Communications Assistant will provide direct support to TAT, with a 20% time allocation to ensure that Joint visibility guidelines for EC-UN actions in the field are followed in the implementation of the Project activities.

**Programme Support Administrator (20%time allocation for 48 months)**

The Programme Support Administrator will execute the duties of the Programme Services Centre for the Project and will directly provide implementation support to the project through transaction process of the TA and Low-Value Grant Agreements. The Programme Support Administrator will work closely with the Projects Implementation Administrator to ensure that all payments are made in a timely manner. Further, s/he will be responsible for the identification of local vendors as well as the management and filing of Project documentation (relating to Project documents, financial records and reports, local procurement actions and staff contracts). The Programme Support Administrator will ensure that all transactions and payments in the Project will be made timely and in line with the rules and procedures of UNDP.

**Projects Implementation Administrator (10% time allocation for 48 months)**

The Projects Implementation Administrator (PIA) supports the Project by ensuring that it remains compliant with UNDP Rules and Regulations, with respect to the financial and human resources management of the project. S/he liaises with the CO Units. This will also include budget and financing processes, where there will be need of direct involvement of PIA. S/he will maintain a close working relationship with the PM and will provide further assistance to the TAT, as required. S/he will directly participate to the project activities to perform roles mentioned above, including preparation, implementation and financial clearance of the Low-Value Grant agreements.

**Short-Term Senior and Junior Experts (825 days)**

A total of 825 working days of short-term expertise will be mobilized for a number of activities. This is indicated in Budget line 1.1.1.1. Senior Local STEs, 1.1.1.2. Junior Local STEs and 1.2.1.3. Senior International STEs. There are also 200 days for KE 1 and 200 days for KE 2 and overall STEs and KEs make up to 1225 days.

The STEs, both local and international, will support the TAT in specialized areas of the project activities. The duration of short-term assignment might vary in accordance with the specific requirements of the relevant assignment. A detailed resource schedule will be developed by the TAT as soon as the project starts. They will be the experts to be involved as assessors of the grant programme, serving for capacity building activities, platforms to be developed, MIS system, monitoring of the grant programme, etc.

To ensure that high-quality expertise, particularly STEs from the EU member states, is effectively identified, recruited and deployed. UNDP will also benefit and get into engagement with other international organizations, think tanks, universities or NGOs working in the field in EU and Türkiye.

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V. RESULTS FRAMEWORK

Results	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Baselines (2023)	Targets (Year 4)	Sources of data (1 per indicator)	Assumptions
Impact (Overall Objective)	To increase the capacities of civil society organisations to support the achievement of the ambitious targets of the net-zero and nature positive climate action	Increased level of ambition in NDC revision  Terrestrial and marine protected areas (% of total territorial area)	41% GHG emission reduction from BAU  12.9%	>41% emission reduction from BAU  >12.9%	Türkiye's NDC <a href="#">MoEUCC</a>	Civil society organizations' advocacy on climate action and biodiversity protection areas have a reinforcing impact on government's policymaking and public awareness and CSOs actively participate to decision-making processes.
Outcome (Specific Objective)	to design and operate a technical assistance and grant mechanism in the form of a CSO Grant Programme, including capacity assessments, strategy and priority setting, trainings and launching of a call for proposals and to guide, monitor and evaluate the subgrants with a view to improve the capacities of the civil society actors. This capacity building activities will be conducted to:	Number of CSOs capacitated through the grant programme on net-zero and nature positive climate action	0	30	EU Progress Report Progress reports Grant Monitoring Report	Civil society organizations are willing to participate in the capacity development programme and have sufficient capacity to implement grant programme successfully
Output a	Strengthen the operational and institutional capacities of CSOs towards better management of grants, climate justice, advocacy, environmental rights, engaging net-zero, biodiversity protection and nature positive climate action	Number of partnerships forged among CSOs and other actors within the framework of grant applications	0	30	Project reports Low-value grant contracts	CSOs are open to collaboration with other actors, and they form partnerships in advance of grant applications

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Output b	promote the active involvement and participation of CSOs, working in the climate change and nature conservation thematic areas, in decision-making processes.	Number of local CSOs and communication advocacy plans prepared with the Project support for climate change and biodiversity action	0	7	Progress reports EU Progress Reports	Civil society organizations are willing to participate in the capacity development programme and have sufficient capacity to implement grant programme successfully
			20% (pre-test)	70% (post-test)	Training reports	Participants are willing to take part in project's capacity building activities and pre/post-tests.
			0	500 (sex-disaggregated, at least 35% female)	Grant contracts Grantee reports	Civil society organizations are willing to forge partnerships and apply for the grant programme
	Implement local green actions supported by the project's grant programme	Number of capacity building meeting/workshop participants	0	30		
		Number of grantees CSOs for green action projects	0			

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## VI. MONITORING AND EVALUATION

There will be an M&E Officer allocated for this specific project which will oversee the monitoring, progress and performance of the project. The project will also be independently monitored at the end of the project duration, as a final evaluation. This will be an individual consultant or a similar contract for evaluating the project independently.

### Monitoring Plan

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

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Monitoring Activity	Purpose	Frequency	Expected Action
	risk long with mitigation measures, and any evaluation or review reports prepared over the period.		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annual and whenever considered necessary by Project Board members	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

**Evaluation Plan**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	UNDP Strategic Plan 2022-2025: Signature Solutions Governance Output 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened Signature Solution 4 Environment Output 4.2 Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions	UNSDCF Outcome 3.1: By 2025, all relevant actors take measures to accelerate climate action, to promote responsible production and consumption, to improve the management of risks and threats to people, to ensure sustainable management of the environment and natural resources in urban and ecosystem hinterlands. CPD Output: Output 3.1: Evidence-based assessment and planning tools and mechanisms applied to enable gender-responsive climate change adaptation and mitigation to limit the impact of natural hazards	29-Feb-2028	EU Delegation to Türkiye	\$16,477.50 Project budget

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VII. MULTI-YEAR WORK PLAN

Outcome	Output	Activity	Responsible Party (UNDP, IP, or Responsible Party)	Fund ID	Donor ID	Budgetary Account Code	Budget Account Description	Total (USD)
Component A. Technical Assistance (TA) for increasing the capacities of civil society organizations on net-zero and nature positive climate actions	0.1. Establishment of Technical Assistance Team (TAT)	A.1.1, A1.2, A1.3, A1.4, A1.5	UNDP	30079	10159	71200	International Consultants	\$ 30,758.00
	0.2. Kick-off meeting (first Management Meeting)	A2.1, A2.2, A2.3, A2.4, A2.5, A2.6					Local Consultants	\$ 518,492.00
	0.3. Launch Event	A3.1, A3.2, A3.3, A3.4, A3.5					Contractual services Individuals	\$ 651,454.44
	A.1. Assessment of needs of the CSOs in terms of training, advocacy, capacity building and carrying out a gap analysis between CSOs in Türkiye and CSOs in Europe (Output a)	A4.1, A4.2					Travel	\$ 125,229.00
Component B. Grants for strengthening the organisational and implementation of capacities of CSOs towards developing and piloting integrated and innovative solutions and actions on nature-based solutions for climate change mitigation, adaptation and/or co- benefits	A.2. Capacity building programme, partnership and advocacy, grant management, financial management, legal advice, environmental rights (Output a)	B1.1, B1.2, B1.3, B1.4, B1.5, B1.6				72100	Contractual services Companies	\$ 27,462.50
	A.3. A communication and advocacy plan for the CSOs in areas of concern under climate change and biodiversity action (Output b)	B2.1, B2.2, B2.3, B2.4, B2.5, B2.6					Equipment and Furniture	\$ 6,645.93
	A.4. Lessons learnt activity for CSOs where civil society actors are brought together and learn from each other and from the grant programmes applied so far by the IPA funds. This would also provide a lessons learnt for programming for the next phases (Output b)						Supplies	\$ 4,613.70
							Grants	\$ 2,361,261.68
							Professional Services	\$ 8,238.75
							Audio Visual & Print Prod Costs	\$ 67,266.70
						74500	Direct Project Cost	\$ 39,282.36

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	B.1. A grant programme preparation based on needs and capacity building assessment (Output a) B.2. Implementation of the Supporting Capacity of CSOs in the field of Climate Change and Biodiversity Grant Programme (Output a and Output b)					75700	Training, workshop, and conferences	\$ 265,837.00
Direct Eligible Costs								\$ 4,106,542.06
GMS (7%)								\$ 287,457.94
Total Project								\$ 4,394,000.00

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1. Budget for the Action		All Years			
Costs		Unit	# of units	Unit value (in USD)	Total Cost (in USD)
<b>1. Human Resources</b>					
1.1 Salaries (Gross salaries including social security charges and other related costs, local staff)					
1.1.1 Technical					
1.1.1.1 Senior Local STEs					
		Per day	400.00	483.34	193,336.00
1.1.1.2 Junior Local STEs					
		Per day	400.00	263.64	105,456.00
1.1.2 Administrative/ support staff					
1.1.2.1 Project Manager (TAT Member)					
		Per month	48.00	3,844.75	184,548.00
1.1.2.2 Grant Manager (TAT Member)					
		Per month	48.00	3,625.05	174,002.40
1.1.2.3 Project Associate (TAT Member)					
		Per month	48.00	2,416.70	116,001.60
1.1.2.4. Climate Change Projects Coordinator (20%)					
		Per month	9.60	4,723.55	45,346.08
1.1.2.5. Climate Change and Environment Portfolio Manager (10%)					
		Per month	4.80	4,723.55	22,673.04
1.1.2.6 Project Assistant/Interpreter (TAT Member)					
		Per month	48.00	1,482.98	71,182.80
1.1.2.7 Projects Implementation Administrator (10%)					
		Per month	4.80	3,844.75	18,454.80
1.1.2.8 Program Support Administrator (20%)					
		Per month	7.20	2,306.85	16,609.32
1.1.2.9 M&E Officer (10% for the first and last year and 20% for the second and third year)					
		Per month	7.20	3,844.75	27,682.20
1.1.2.10 Communications Assistant (20%)					
		Per month	9.60	1,482.98	14,236.56
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)					
1.2.1 Technical					
1.2.1.1 Key Expert 1 (TAT Member)					
		Per day	200.00	549.25	109,850.00
1.2.1.2 Key Expert 2 (TAT Member)					
		Per day	200.00	549.25	109,850.00
1.2.1.3 Senior International STEs (TAT Member)					
		Per day	25.00	571.22	14,280.50
1.3 Per diems for missions/travel					
1.3.1 Local (staff assigned to the Action)					
1.3.1.1 Training Programs, conferences, workshops, etc.					
		Per diem	320.00	274.63	87,880.00
<b>Subtotal Human Resources</b>					
					1,311,389.30
<b>2. Travel</b>					
2.1. International travel					
2.1.1 International travel: KEs and STEs					
		Per travel	10.00	878.80	8,788.00
2.2. Local Travel					
2.2.1 Training Programs, conferences, workshops, etc.					
		Per travel	130.00	219.70	28,561.00
<b>Subtotal Travel</b>					
					37,349.00
<b>3. Equipment and supplies</b>					
3.1 IT equipment					

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3.1.1 Laptop	Per unit	4.00	1,428.05	5,712.20
3.1.2 Flash Memory	Per unit	4.00	16.48	65.91
3.1.3 Portable Backup Hard Discs	Per unit	4.00	65.91	263.64
3.1.4 All-in-one Laser Printers (color)	Per unit	1.00	604.18	604.18
<b>Subtotal Equipment and Supplies</b>				<b>6,645.93</b>
<b>4. Local office</b>				
4.1 Consumables - Office Supplies	Per service	28.00	164.78	4,613.70
<b>Subtotal Local office</b>				<b>4,613.70</b>
<b>5. Other costs, services</b>				
5.1. Assessment				
5.1.1 Development of a digital set of training modules of capacity building programme	Per service	1.00	27,462.50	27,462.50
5.2. Evaluation Cost	Per service	1.00	16,477.50	16,477.50
5.3. Audit Cost	Per service	3.00	2,746.25	8,238.75
5.4. Translation, interpreters				
5.4.1 Translation of Documents	Per page	700.00	7.69	5,382.65
5.4.2 Interpretation during Project Events	Per day	10.00	659.10	6,591.00
5.5. Costs of conferences/seminars including project launch and closure events				
5.5.1 Inception Workshop	Per service	1.00	16,477.50	16,477.50
5.5.2 Project Closure Event	Per service	1.00	18,674.50	18,674.50
5.6 Conferences/seminars/meetings				
5.6.1 Seven (7) regional level capacity building meetings and/or workshops	Per service	7.00	16,477.50	115,342.50
5.6.2. Seven (7) informative sessions for Grant Applicants	Per service	7.00	16,477.50	115,342.50
5.7 Visibility Actions				
5.7.1. Project website	Per service	1.00	3,094.85	3,094.85
5.7.2 Project website maintenance	Per month	48.00	274.63	13,182.00
5.7.3 Visibility materials	Per service	4.00	9,754.05	39,016.20
<b>Subtotal Other costs, services</b>				<b>385,282.45</b>
<b>6. Other</b>				
6.1. UNDP Low value grant - LOT 1	Per grant lot	1.00	2,361,261.68	2,361,261.68
<b>Subtotal Other</b>				<b>2,361,261.68</b>
<b>7. Subtotal direct eligible costs of the Action (1-6)</b>				<b>4,106,542.06</b>
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)				
<b>9. Total eligible costs of the Action (7+8)</b>		0.07		<b>287,457.94</b>
				<b>4,394,000.00</b>

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2. Justification of the Budget for the Action		All Years	
Costs	Clarification of the budget items	Justification of the estimated costs	
<b>1. Human Resources</b>			
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)		Salary of the positions includes all foreseen increases during the first year of implementation. If additional salary revisions are needed these will be done in accordance with art. 10 of Annex II to the contract.	
1.1.1 Technical		The daily rates of local and international STEs are defined based on the rates of the services that UNDP had in development projects. The number of the w/days allocated for the STEs are calculated based on the number of the days allocated for trainings and other capacity development activities along with the estimated number of days for the expected consultancy in Türkiye and home-based work. The total number of the Senior STEs cannot be clearly indicated at the beginning phase of the project. During the implementation phase, according to the needs and current circumstance, needs described in terms of references, the number of senior STEs will be certain through technical specifications. In line with the needs, groups can be integrated under this budget line, where needed. STEs may also work as an assessor in the evaluation of grant projects, to identify the grant project award list.	
1.1.1.1 Senior Local STEs	The local Senior STEs will be recruited mainly for supporting the conduct of capacity development activities and provision of technical know-how. They will work for 400 days during the project implementation period. The roles and responsibilities of the STEs are provided in 1.4 Section of DoA.	The daily rates of local and international STEs are defined based on the rates of the services that UNDP had in development projects. The number of the w/days allocated for the STEs are calculated based on the number of the days allocated for trainings and other capacity development activities along with the estimated number of days for the expected consultancy in Türkiye and home-based work. The total number of the Senior STEs cannot be clearly indicated at the beginning phase of the project. During the implementation phase, according to the needs and current circumstance, needs described in terms of references, the number of senior STEs will be certain through technical specifications. In line with the needs,	
1.1.1.2 Junior Local STEs	The local Junior STEs will be recruited mainly for legislative review, awareness raising and capacity development activities, supporting the work of relevant Key Experts. They will work for 400 days during the project implementation period. The roles and responsibilities of the STEs are provided in 1.4 Section of DoA.	The daily rates of local and international STEs are defined based on the rates of the services that UNDP had in development projects. The number of the w/days allocated for the STEs are calculated based on the number of the days allocated for trainings and other capacity development activities along with the estimated number of days for the expected consultancy in Türkiye and home-based work. The total number of the Senior STEs cannot be clearly indicated at the beginning phase of the project. During the implementation phase, according to the needs and current circumstance, needs described in terms of references, the number of senior STEs will be certain through technical specifications. In line with the needs,	

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		groups can be integrated under this budget line, where needed. STEs may also work as an assessor in the evaluation of grant projects, to identify the grant project award list.
1.1.2 Administrative/ support staff		Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.1 Project Manager (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 of DoA. S/he will work full time for 48 months during the project implementation period.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.2 Grant Manager (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 of DoA. S/he will work full time for 48 months during the project implementation period.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.3 Project Associate (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 of DoA. S/he will work full time for 48 months during the project implementation period.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.4. Climate Change Projects Coordinator (20%)	Climate Change Projects Coordinator (20%) will be the key person to provide technical oversight to the project in the field of climate change. S/he will serve on part time basis during the whole period of the Action.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.

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1.1.2.5. Climate Change and Environment Portfolio Manager (10%)	Portfolio Manager will be key contact between project partners, EUD and will be responsible ensuring effective implementation of Actions. S/he will also be responsible for linking the Project to the Climate Change and Environment Portfolio of UNDP Türkiye. S/he will serve on part time basis during the whole period of the Action (10% part-time).	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.6 Project Assistant/Interpreter (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 of DoA. S/he will work full-time for 48 months during the project implementation period. The PA will be responsible to assist TAT during project management process in all kinds of reporting, output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. When necessary, the PA is responsible for providing translation and/or interpretation services required in the project. S/he will also support communication related activities of the project.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.7 Projects Implementation Administrator (20%)	Projects Implementation Administrator is a contracted UNDP Staff responsible for ensuring smooth, timely and effective financial and administrative implementation of projects under CCE portfolio as per UNDP rules and regulations. His/her duties include financial reporting, coordinating HR procedures, providing admin functions, ensuring coherency in the day-to-day implementation of project activities, etc. S/he will serve on part-time basis during the whole Action (20% part-time).	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.8. Program Support Administrator (20%)	Program Support Administrator is a contracted UNDP Staff, who is part of the Programme Support Center of the CO and will be assigned for the Project to complete all financial transactions, liaison for local procurement for creation of vendors and filing in line with UNDP's rules and procedures. S/he will serve on part-time basis during the whole Action (20% part-time).	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.1.2.9 M&E Officer (10% for the first and last year and 20% for the second and third year)	M&E Officer is a contracted UNDP Staff, who will be assigned for the Project to provide direct support on M&E system of the project. S/he will be holding the overall responsibility for maintaining the track of project log frame and supporting the Project in accordance with UNDP admin rules and regulations. S/he will serve on part-time basis during the whole Action (10% for the first and last year and 20% for the second and third year, depending on the weight of workload for M&E in the project)	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.

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1.1.2.10 Communications Assistant (20%)	Communications Assistant is a contracted UNDP Staff, who will be assigned for the Project to support the visibility actions of the Project. S/he will serve on part-time basis during 48 months (20% part-time).	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)		Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Rates are based on UNDP gross salary costs that include actual salaries plus social security charges and other remuneration related costs applied in accordance with UNDP rules which are governed by UN staff rules.
1.2.1 Technical		
1.2.1.1 Key Expert 1 (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 Management Structure and Team of DoA. S/he will work for 200 days during the project implementation period.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Individual Contracting modality (IC), is daily fee-based and the payment is made on the number of days invested and certified in each month
1.2.1.2 Key Expert 2 (TAT Member)	Roles and responsibilities are provided in Section 1.4.2 Management Structure and Team of DoA. S/he will work for 200 days during the project implementation period.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Türkiye. Individual Contracting modality (IC), is daily fee-based and the payment is made on the number of days invested and certified in each month
1.2.1.3 Senior International STEs	Roles and responsibilities are provided in Section 1.4.2 Management Structure and Team of DoA. S/he will work for 25 days during the project implementation period. S/he will work as per the work allocation per years indicated in 1. Budget worksheet.	Rates are estimated based on the UNDP rules and regulations depending on the past experience of other similar projects implemented in Turkey. Individual Contracting modality (IC) is daily fee-based and the payment is made on the number of days invested and certified in each month. During the implementation phase, according to the needs and current circumstance, needs described in terms of references, the number of senior STEs will be certain through technical specifications. In line with the needs, groups can be integrated under this budget line, where needed. STEs may also work as an

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		assessor in the evaluation of grant projects, to identify the grant project award list.
1.2.2 Administrative/ support staff		
1.3 Per diems for missions/travel		Per diem rates may be applied depending on the nature of the expenses. The unit rate is indicative. The actual unit rate will be based on UNDP's official per diem rates as published at UNDP's webpage. The venue of the events will be determined during the Inception Phase of the Project as described in the DoA. Per diems include accommodation, breakfast, lunch and dinner.
1.3.1 Local (staff assigned to the Action)		
1.3.1.1 Training Programs, conferences, workshops, etc.	<p>This budget item reflects the daily subsistence allowances (i.e. per diem) payable to project staff assigned to action at local places, where the training programs will be held. (i.e. out of his/her duty station and to short-term experts who do not reside in the place of assignment(s)).</p> <p>In total, it is expected to have 320 days/night of stay DSA to be paid for TAT members in total. This is for 40 grant projects to be monitored 2 times by 2 TAT staff and additional 160 days of DSAs for the other activities of the TA project. This includes both the planned conferences, trainings, events and the needed visits, meetings for TAT within the scope of the activity. In addition, TAT will be joining to COP and/or other relevant international events in the field of environment, where necessary for the project scope.</p>	Per diem rates may be applied depending on the nature of the expenses. The unit rate is indicative. The actual unit rate will be based on UNDP's official per diem rates as published at UNDP's webpage. The venue of the events will be determined during the Inception Phase of the Project as described in the DoA. Per diems include accommodation, breakfast, lunch and dinner.
<b>Subtotal Human Resources</b>		
<b>2. Travel</b>		
2.1. International travel		
2.1.1 International travel: KEs and STEs	The number of international travels for the KEs and/or STEs is estimated as 10. This indicative number includes international flights of KEs and/or travels of the international short-term experts based on the assumption that <b>10 round-trip travels</b> will be required for the mobilized international STEs.	The unit rate reflects roundtrip in economy class in a normal season. STEs may be travelling from any region in the world, however the cost of travel will be considered during the procurement.
2.2. Local Travel		

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2.2.1 Training Programs, conferences, workshops, etc.	It is expected that approximately 130 round-trip travels will be needed for TAT members to attend project conferences, workshops, meetings, COP and/or other relevant international events etc.	The unit rate reflects local transportation including air travel as well as ground transportation.
<b>Subtotal Travel</b>		
<b>3. Equipment and supplies</b>		
3.1 IT equipment		
3.1.1 Laptop		
3.1.2 Flash Memory		
3.1.3 Portable Backup Hard Discs	This budget item includes laptops, flash memory and portable backup hard discs per project staff engaged on a full-time basis. This is only need for the use of 4 full-time personnel.	As per the informal market research the indicative amount meets the acceptable quality standards.
3.1.4 All-in-one Laser Printers (color)	One A4, colour laser printer will be procured to be benefitted during project meetings and events.	As per the informal market research the indicative amount meets the acceptable quality standards.
<b>Subtotal Equipment and Supplies</b>		
<b>4. Local office</b>		
4.1. Consumables - Office Supplies	Consumables and stationary costs are foreseen in this budget item.	Based on UNDP cost estimates. A total of 158.09 USD per service is allocated for the consumables and office supplies including but not limited to the stationary items and consumable parts of Information and Communication Technologies (ICT) equipment such as external hard disc, earphone, mouse, keyboard, screen etc. The use of external hard disc has already been budgeted under BL 3.1.3.
<b>Subtotal Local office</b>		
<b>5. Other costs, services</b>		
5.1. Assessment Study		
5.1.1 Development of digital modules of capacity building programme	Digital modules development cost is estimated. A single set of capacity building modules will be developed based on the capacity needs of the CSOs revealed by the stocktaking studies under A.1. of this component. The number of modules under the set may vary from 5-10 to include several topics including climate change and biodiversity loss impacts, EU Green Deal, Agenda 2030, partnerships, legal context and juridical cases, type of local activities for mitigation, adaptation, and co-benefits, just transition, environment as a human right, gender responsive thinking, project cycle management, etc.	Based on UNDP Cost estimates.
5.2. Evaluation costs	1 external evaluation of the project is planned at the end of project duration.	Based on UNDP cost estimates in other EU funded projects.

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5.3. Audit Costs	3 evaluation cost is foreseen, as per UNDP rules and regulations of the project is planned at the end of project duration.	Based on UNDP cost estimates in other EU funded projects.
5.4. Translation, interpreters		
5.4.1 Translation of Documents	The project has extensive need for translation services in order to ensure that there is sound communication with the partners. It includes translation of the training materials and the documents related to legislative framework, other country experiences, etc.	Based on UNDP cost estimates.
5.4.2 Interpretation during Project Events	The interpretation services needed (10 days) for conferences/seminars, technical visits and meeting with the partners/local stakeholders, which may or may not include simultaneous translation with cabinet system.	Based on UNDP cost estimates. IP 3 Launch Event, Closure Event, A.2.3. Conducting 7 regional level capacity building meetings and/or workshops and the first one for the B1.5 Organizing at least 7 informative sessions on the use of the "Guidelines for Grant Applicants"
5.5. Costs of conferences/seminars including project launch and closure events		
5.5.1 Inception Workshop	The expenses foreseen under this item comprise the organizational expenses which include food, basic materials to be used during half-day launch event to be held in Ankara. It is expected that around 80 participants will attend the event. The costs will include 106.05 USD meeting package per person including lunch, coffee breaks and meeting hall rent (106.05 x 80 pax. = 8.484 USD); 1.630,5 USD for the expenses for stationery, projection rent and other relevant organisational expenses). There will be accommodation and travel expenses required for the participants (30 people) coming from other cities. For accommodation expenses, (30 x 106.05 USD x 1 night of stay=3.181,5 USD); flight tickets and transfer for 30 participants (30 p. x 106.05 USD=3.181,5 USD).	Based on UNDP cost estimates in similar events.

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<p>5.5.2 Project Closure Event</p>	<p>The expenses foreseen under this item comprise the organizational expenses which include food and basic materials to be used during the half-day launch event to be held in Ankara. It is expected that around 80 participants will attend the event. The cost will include 78,211 USD meeting package per person including lunch, coffee breaks and meeting hall rent (78,211 x 80 pax. = 6.256,95 USD); 1,282.3 USD for the expenses for stationery, projection rent and other relevant organisational expenses). There will be accommodation and travel expenses required for the participants (30 people) coming from other cities. For accommodation expenses, (30 x 159.075 USD x 1 night of stay=4.772,25 USD); flight tickets and transfer for 30 participants (30 p x 106,05 USD = 3.181,5 USD). 3.181,5 USD is foreseen for the fair area rent for the CSOs.</p>	<p>Based on UNDP cost estimates in similar events.</p>
<p>5.6. Conferences/seminars/meetings</p> <p>5.6.1 Seven (7) regional level capacity building meetings and/or workshops</p>	<p>The expenses foreseen under this item comprise the organizational expenses which include food, basic materials to be used during regional meetings and/or workshops in Türkiye (For A.2.3). It is expected that around 40 people will participate for one meeting and/or workshop including TAT, short term experts and the 5 central CSO &amp; authority representatives. The cost will include 74.235 USD meeting package (minimum 4-star hotel) per person including lunch, coffee breaks and meeting hall rent (74.235 USD x 40 x 2 days = 5.938,8 USD) per event. There will be accommodation and travel expenses required for the participants (25) coming from the local CSOs &amp; authorities. For accommodation expenses, (40 x 84.84 USD x 2 night of stay= 6.787,2 USD); flight tickets and transfer for 40 participants (93.7875 USD x 40 =3.751.5 USD).</p>	<p>Based on UNDP cost estimates in similar events.</p>

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<p>5.6.2 Seven (7) informative sessions for Grant Applicants</p>	<p>The expenses foreseen under this item comprise the organizational expenses which include food and basic materials to be used during regional meetings and/or workshops in Türkiye (For A.3). It is expected that around 80 people will participate for one meeting and/or workshop including the maximum number of 20 TAT members &amp; STEs, 15 CSO representatives and 5 central authority representatives. The cost will include meeting package (minimum 4-star hotel) per person including lunch, coffee breaks and meeting hall rent (91.96 USD x 80 = 7,357,2 USD) per event. 2.757,3 USD for additional needs such as projector rent, print out training materials, etc. There will be accommodation and travel expenses required for the participants (30) coming from the CSOs &amp; local authorities. For accommodation expenses, (30 x 106,5 USD x 1 night of stay=3,181,5 USD); flight tickets and transfer for 30 participants (106,5 USD x 30=3,181,5 USD).</p>	<p>Based on UNDP cost estimates in similar events.</p>
<p>5.7 Visibility Actions</p>		
<p>5.7.1 Project website</p>	<p>Project description, events and activities will be published on this specific project websites. The fee for creating a website and maintaining it will be different.</p>	<p>Based on UNDP cost estimates in similar events. The cost for creating a website (online partnership platform and + a web-based grant programme information system) and maintaining it will be different. Creating a website by a professional will cost USD 2,987.79</p>
<p>5.7.2 Project website maintenance</p>	<p>Maintaining web site during the project will entail designated company which will be ready to support and update the website and a project staff to be producing content.</p>	<p>Based on UNDP cost estimates in similar events.</p>
<p>5.7.3 Visibility materials</p>	<p>1000 Project pen (1000 x 3.22 = 3,244,67 USD), 1000 project notebook (1000 x 5.63 USD = 5,632,17 USD), 1000 cloth bags (1000 x 4.74 = 4,742,00 USD), 1000 earphones (1000x10.605 USD=10,605,00 USD), 1000 desk lamps (1000 x 5.24 USD Euros = 5,247,86 USD), 1000 external hard disks and smart phone charges (1000 x 9.54 USD=9,544,5 USD)</p>	<p>Based on UNDP cost estimates in similar events.</p>
<p><b>Subtotal Other costs, services</b></p>		
<p><b>6. Other</b></p>		
<p>6.1. UNDP Low value grant - LOT 1</p>	<p>Actions such as following actions will be supported through the grant programme as per the details in the DoA, in alignment with the UNDP Low Value Grant Programme.</p> <ul style="list-style-type: none"> <li>• Actions towards nature protection and biodiversity (including</li> </ul>	<p>Based on UNDP cost estimates in similar actions.</p>

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	<p>agricultural biodiversity) conservation,</p> <ul style="list-style-type: none"> <li>• Actions addressing protection of the marine ecosystem (including piloting actions for pollution prevention and decarbonisation in and/or around sensitive and fragile ecosystems and protected areas),</li> <li>• Actions addressing climate action (including both mitigation and adaptation with particular focus on Nature Based Solutions),</li> <li>• Actions towards dissemination and piloting of sustainable and smart agricultural practices including irrigation, sustainable food systems and sustainable food consumption,</li> <li>• Actions towards achievement of Farm to Fork Strategy objectives, such as prevention of food loss and waste,</li> <li>• Actions towards rehabilitation of contaminated sites,</li> <li>• Actions towards raising awareness on chemicals management and persistent organic pollutants,</li> <li>• Actions towards tackling environmental pollution (with particular emphasis on prevention),</li> <li>• Actions related to sustainable production and consumption,</li> <li>• Actions related to circular economy and resource efficiency (including waste and/or water management and energy efficiency),</li> <li>• Developing and piloting integrated and innovative solutions and actions relevant to the objectives of the call,</li> <li>• Actions towards data and information generation, gathering and dissemination for environmental protection,</li> <li>• Actions towards improved access to environmental information and justice etc.</li> </ul>	
<b>Subtotal Other</b>		
<b>7. Subtotal direct eligible costs of the Action (1-6)</b>		
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	Indirect cost of 7% of the direct eligible costs to cover costs of the implementation which are indirectly related to the Action, but which are not easily identifiable with the degree of accuracy required to comply with the conditions for direct eligible costs.	Indirect cost of 7% of the direct eligible costs to cover costs of the implementation which are indirectly related to the Action, Cost established according to the UNDP applicable rules and FAFA agreement between EU and UN.
<b>9. Total eligible costs of the Action (7+8)</b>		

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3. Expected sources of funding & summary of estimated costs			Amount USD
Expected sources of funding			
EU contribution sought in this application (A1)			USD 4,394,000 (Equivalent of EUR 4,000,000)
Other contributions (Organisation, other Donors etc)			
Name	Conditions		
Expected TOTAL CONTRIBUTIONS			USD 4,394,000 (Equivalent of EUR 4,000,000)
Estimated Costs			
Estimated TOTAL ELIGIBLE COSTS (B) EU+National contribution expressed as a percentage of total eligible costs $((A1+A2)/B \times 100)$			USD 4,394,000 (Equivalent of EUR 4,000,000)

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	Year 1				Year 2				Year 3				Year 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0.1. Establishment of Technical Assistance Team (TAT)	X															
0.2. Kick-off meeting (first Management Meeting)	X															
0.3. Launch Event	X															
Component A. Technical Assistance (TA) for increasing the capacities of civil society organizations on net-zero and nature positive climate actions																
A.1. Assessment of needs of the CSOs in terms of training, advocacy, capacity building and carrying out a gap analysis between CSOs in Türkiye and CSOs in Europe (Output a)	X	X	X													
A.2. Capacity building programme, partnership and advocacy, grant management, financial management, legal advice, environmental rights (Output a)			X	X	X	X	X	X								
A.3. A communication and advocacy plan for the CSOs in areas of concern under climate change and biodiversity action (Output b)			X	X	X	X	X	X								
A.4. Lessons learnt activity for CSOs where civil society actors are brought together and learn from each other and from the grant programmes applied so far by the IPA funds. This would also provide a lessons learnt for programming for the next phases (Output b)					X	X	X	X								
Component B. Grants for strengthening the organizational and implementation capacities of CSOs towards developing and piloting integrated and innovative solutions and actions on nature-based solutions for climate change mitigation, adaptation and/or co-benefits																
B.1. A grant programme preparation based on needs and capacity building assessment (Output a)			X	X	X	X	X	X								
B.2. Implementation of the Supporting Capacity of CSOs in the field of Climate Change and Biodiversity Grant Programme (Output a and Output b)			X	X	X	X	X	X	X	X	X	X	X	X	X	X
CLOSURE EVENT (CSO FAIR)																X

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP is responsible for the efficient and effective implementation of the Project through the Contribution Agreement concluded with the Delegation of the European Union to Türkiye. EUD is the Contracting Authority.

Two bodies will be established in order to ensure smooth implementation of the project as well as to enhance involvement of the stakeholders in the project activities. The Project Steering Committee (PSC) will be the main decision-taking body providing overall guidance. There will also be an Advisory Board which will be supporting the coordination of grants.

Project management structure is illustrating the level of hierarchy in terms of project implementation in Figure 6. Reporting lines and detailed functions are described in the following pages.

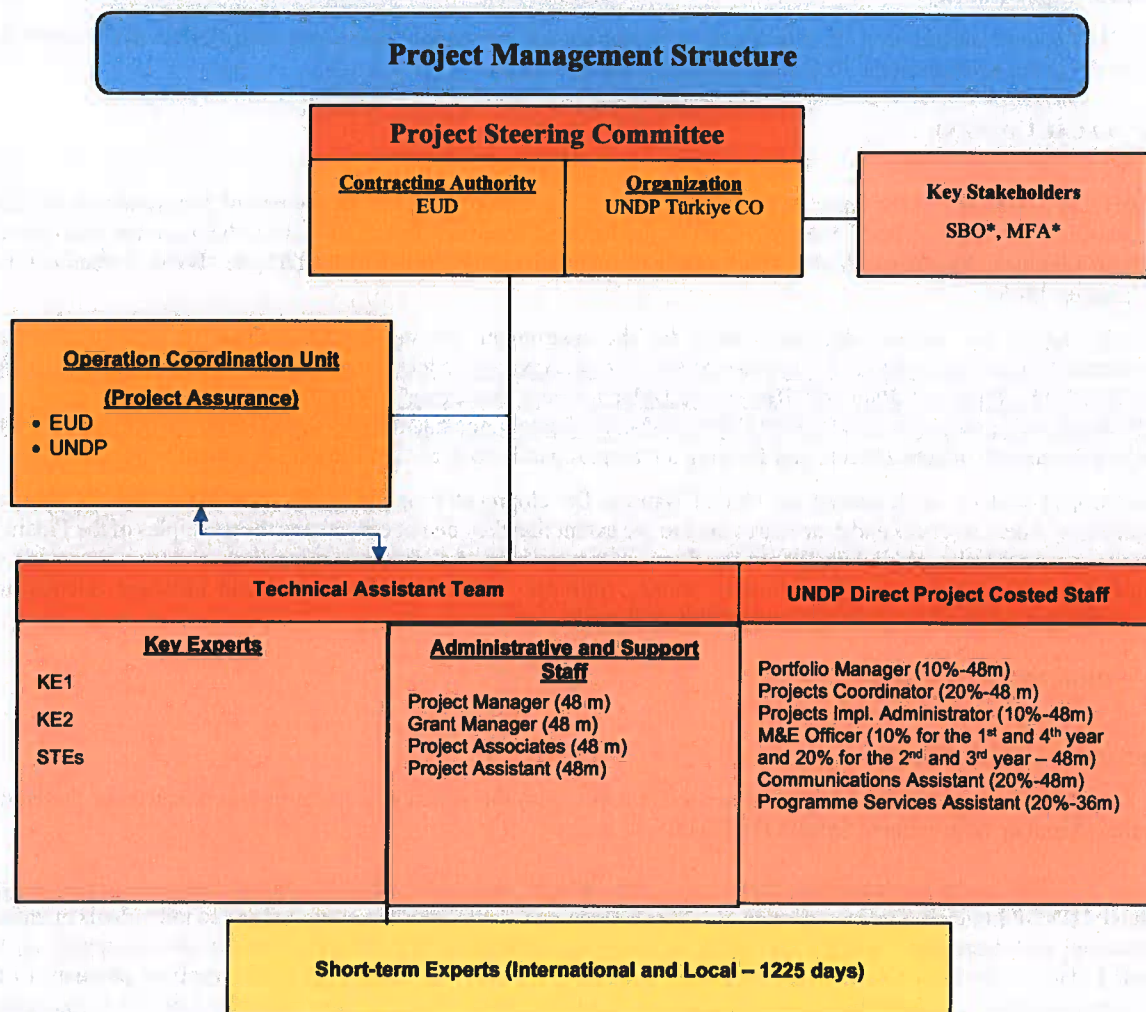


Figure 1. Project Management Structure

*\*SBO (Strategy and Budget Office, Presidency) and MoFA (Ministry of Foreign Affairs) are natural members of the PSC with a role to link the project results to the national development policy and oversight for international agreements. EUD also attends the PSC meetings.*

### Organisation:

The UNDP Türkiye will implement the Project in line with rules and procedures of UNDP. To this end, it provides technical guidance, promotes participation and facilitation, ensures coordination among relevant international projects, programmes and initiatives, and establishes new partnerships. UNDP is the co-chair of the Project Steering Committee (PSC), where EUD is also co-chair.

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UNDP is also responsible for mobilizing all required financial and human resources to ensure successful implementation, M&E, and completion of the Project. It contracts senior and junior national and international staff/experts to provide technical assistance on specific activities to ensure high-quality expertise, particularly EU know-how and scientific knowledge. UNDP is responsible for ensuring high quality deliverables and effective capacity building. UNDP will sign Low-Value Grant Agreement with the selected CSOs for distributing the grant to the CSOs. UNDP will also benefit from the regional and global UNDP network, the UN Agencies and use its network of country offices in the region to identify and mobilize the most relevant EU institutions and expertise.

The Organisation is also represented in the Steering Committee and the Operation Coordination Unit (OCU - monthly meetings) at the highest level possible.

#### Contracting Authority

The EUD is the Contracting Authority who will be signing a Contribution Agreement with UNDP. The Contracting Authority is the co-chair in the PSC and also a representative in the OCU.

#### IX. LEGAL CONTEXT

Türkiye is a signatory of a basic agreement to govern the United Nations Development Programme's (UNDP) assistance to the country, being the provisions of the Revised Standard Agreement signed between the Government and the Technical Assistance Board, which is one of the predecessor entities of UNDP (the "Basic Agreement") on 21 October 1965.

In this regard, the project document shall be the instrument envisaged and defined in the Supplemental Provisions, ([https://poppp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/FRM\\_Pipeline%20and%20Revenue%20Management\\_Annexure%208%20-%20SBAAS\\_Standard%20Annex%20to%20Project%20Document.doc&action=default&DefaultItemOpen=1](https://poppp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_Pipeline%20and%20Revenue%20Management_Annexure%208%20-%20SBAAS_Standard%20Annex%20to%20Project%20Document.doc&action=default&DefaultItemOpen=1)) to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by United Nations Development Programme in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

#### X. RISK MANAGEMENT

##### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>2</sup> [UNDP funds received pursuant to the Project Document]<sup>3</sup> are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and

<sup>2</sup> To be used where UNDP is the Implementing Partner

<sup>3</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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

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

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

- a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
  - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
  - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
  - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

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- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
  - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
  - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
  - h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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](http://www.undp.org).
  - i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - j. 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, corruption other financial irregularities 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.
  - k. *Choose one of the three following options:*  
*Option 1:* 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 corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* 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 corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project

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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.

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, corruption or other financial irregularities, 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.

- l. 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.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## **XI. ANNEXES**

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Register