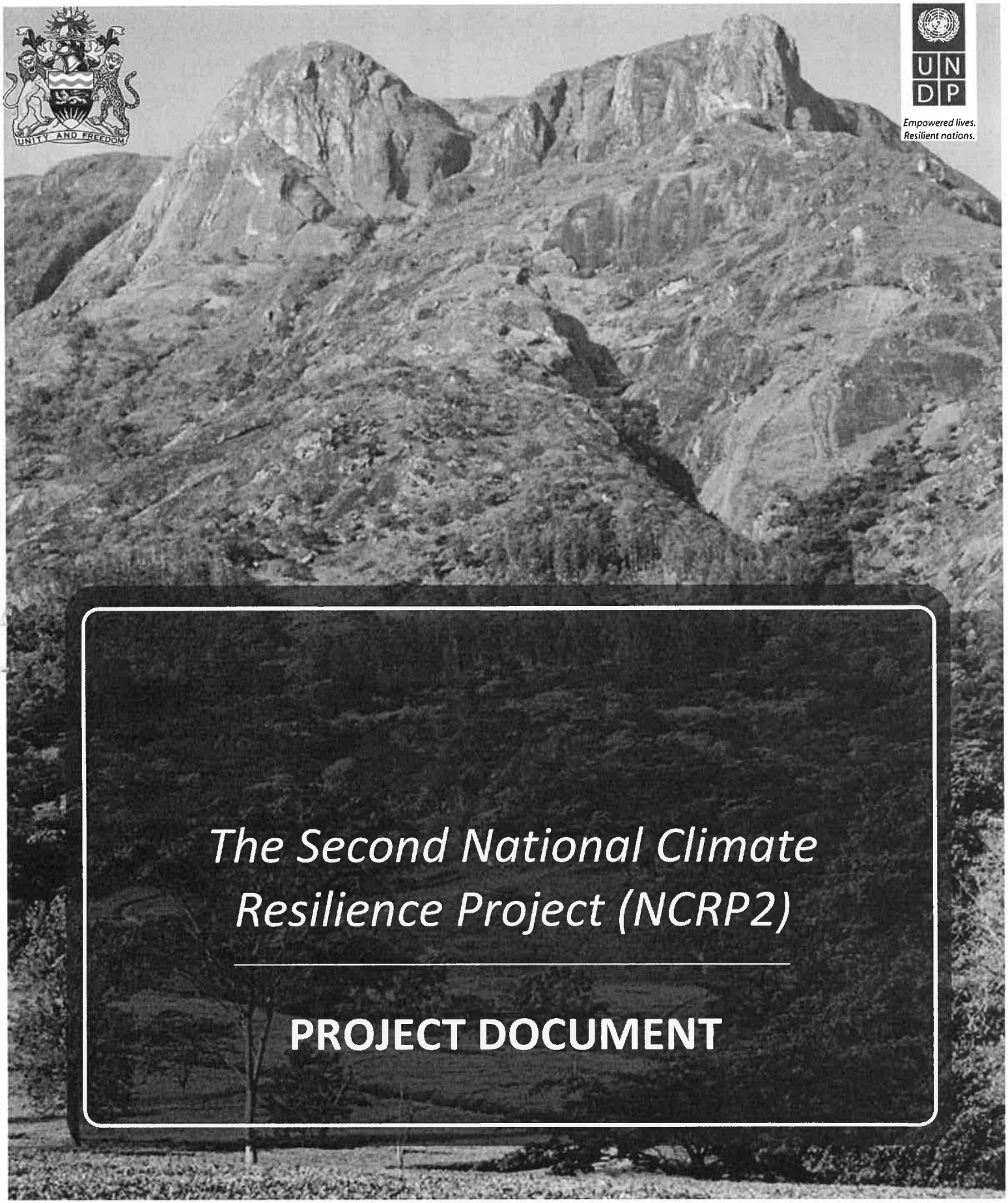


The Second National Climate Resilience Project (NCRP2)

PROJECT DOCUMENT

MAY 2024

Developed by UNDP in collaboration with the Government of Malawi

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PROJECT INFORMATION

Project Title: The Second National Climate Resilience Project (NCRP2)
Project Number: 01002946
Implementing Partner: Environmental Affairs Department (EAD)
Start Date: 8 October 2024 **End Date:** 8 October 2028 **PAC Meeting date:** 8 October 2024

Brief Description

In support of the Government of Malawi's (GoM) ongoing adaptation and resilience building efforts, UNDP and the Environmental Affairs Department (EAD) have collaborated on the development of the Second National Climate Resilience Project 'NCRP2' — a policy-level project aimed at continuing the legacy of the original 'NCRP1'. NCRP2 addresses a significant development challenge in Malawi, namely the limited systemic impact of resilience-building efforts in climate change (CC) and environmental and natural resource management (ENRM). Despite Malawi's robust policy environment for CC and ENRM, systemic impact from the operationalisation of these policies has been slow, complicating the country's goal of sustainable, climate-resilient economic growth as described in Malawi 2063 Vision, the country's overarching development agenda. Three thematic areas have emerged that contribute to the limited systemic operationalisation of CC and ENRM policy frameworks in Malawi:

1. **Prevailing challenges related to climate change and ENRM governance**: This includes insufficient coordination across different levels of government and stakeholders, reactive rather than proactive strategies, and inadequate enforcement of existing laws and policies.
2. **Limited systematic monitoring, evaluation, and learning related to climate change and ENRM interventions**: This area suffers from a lack of comprehensive frameworks to track and evaluate the effectiveness of interventions, leading to insufficient data to guide adaptive management and policy adjustments.
3. **Insufficient sustainable and innovative financing for climate action and ENRM**: Funding limitations are marked by inadequate domestic allocation, over-reliance on international financial aid, and a lack of private sector investment, hindering effective and sustained action in climate resilience and resource management.

Expected Results

To address the above barriers to climate resilience, NCRP2 is structured around three interconnected pillars, each corresponding to the identified thematic areas, and designed to systematically address these challenges to enhance the climate resilience of Malawi's population. The Pillars and their expected Outputs are:

- *Pillar 1: Governance and coordination*
  - **Output 1. Enhanced governance and collaboration for the operationalisation of CC and ENRM policies and regulatory frameworks**: Focuses on improving policy implementation through better stakeholder coordination and support for legislative development.
- *Pillar 2: Monitoring, evaluation, and learning (MEL)*
  - **Output 2. Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation, and learning**: Aims to establish robust MEL frameworks that integrate data collection, analysis, and adaptive learning processes to inform future policy and practice.
- *Pillar 3: Sustainable, innovative finance*
  - **Output 3. Improved enabling environment for sustainable innovative financing for climate resilience and ENRM**: Seeks to increase the availability of financial resources through innovative mechanisms and enhanced access to both domestic and international funding streams.

Collectively, these interventions will enhance governance and coordination, the generation and use of monitoring data, and the availability and effective use of climate finance. Thus, NCRP2 will contribute to bridging the gaps and key areas needed to catalyse systemic impact in CC and ENRM, fostering integrated governance, informed decision-making through improved data and analytics, and sustainable financial strategies to support long-term resilience initiatives.

The project will be implemented as a collaborative effort between the Environmental Affairs Department (EAD) and several other key partners. EAD will play a pivotal role, leading and coordinating the overall project management. This central leadership ensures a unified approach to achieving the project's goals. Specific project partners will be assigned responsibility for each Output, allowing for specialized focus and expertise to guide individual components of the project. These partners, identified for their capabilities and alignment with the project's objectives, will manage the activities related to their respective outputs under the guidance and oversight of the EAD, with implementation support provided by UNDP. This arrangement will leverage specific strengths of each specific stakeholder while maintaining cohesive and effective overall project governance.

Contributing Outcome (UNSDCF, CPD, RPD):	**Total resources required:**	USD 3,000,000	
UNSDCF Outcome 4 (SP4): By 2028, more people, especially the most vulnerable, including women and	**Total resources allocated:**	**UNDP TRAC:**	USD2,500,000

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youth, are resilient to climate change and shocks, benefit from and have access to better-managed waste, ecosystems, and natural resources, including clean and affordable energy.
 	
Indicative Output(s) with gender marker[1]:
 	
• Output 1. Enhanced governance and collaboration for the operationalisation of CC and ENRM policies and regulatory frameworks
  ○ Gender Marker: 2
 	
• Output 2. Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation, and learning:
  ○ Gender Marker: 2
 	
• Output 3. Improved enabling environment for sustainable innovative financing for climate resilience and ENRM:
  ○ Gender Marker: 2		

	Donor:	N/A
	Government:	N/A
	In-Kind:	N/A
Unfunded:		USD500,000

Agreed by (signatures)[2]:

Government	UNDP	Implementing Partner
Ministry of Finance and Economic Affairs Print Name: BETCHANI TCHERENI	DocuSigned by: Challa Kumsa 55CE989E5A55446... Print Name: Challa Getachew	Ministry of Natural Resources and Climate Change Management Print Name: Dr Yusuf Mkungula
Date: 8 October 2024	Date: 8 October 2024	Date: 8 October 2024

[1] 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)

[2] Note: Adjust signatures as needed

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BACKGROUND AND METHODOLOGY

From 2019-2023, UNDP collaborated with Ministry of Natural Resources and Climate Change (MoNRCC) through Environmental Affairs Department (EAD) on the implementation of the National Climate Resilience Project (NCRP). The project was developed as part of UNDP Malawi's Country Programme Document (CPD) of 2019-2023. Upon completion of the CDP in 2023, an Independent Country Program Evaluation (ICPE) was undertaken, the results of which informed the latest UNDP Country Programme, as detailed in 'CPD 2024-2028'. As part of CDP 2024-2028 and towards the continuation of Malawi's adaptation and resilience-building efforts, UNDP and the Environmental Affairs Department (EAD) have again collaborated to develop the successor project to the NCRP, namely the Second National Climate Resilience Project (henceforth referred to as 'NCRP2') — a policy-level project aimed at continuing the legacy of the original 'NCRP1'.

Prior to NCRP1, many climate change projects in Malawi had generally been relatively small, siloed, and implemented at the pilot level, which resulted in only partial achievement of national policy objectives which these projects were aligned with, thereby inhibiting the success of national climate resilience building efforts in Malawi. To address this problem, NCRP1 had three major objectives throughout its five-year lifespan (2019-2023). These were: i) strengthening capacity for improved result-oriented governance and management of climate change at national and district levels; ii) scaling up action, finance and partnerships for climate change adaptation, mitigation and disaster risk management across sectors; and iii) strengthening management for effective, and inclusive partnerships, applied research and participatory monitoring, evaluation, accountability, and learning (MEAL) for effective action in climate adaptation, mitigation and finance. Successes registered under NCRP1 included: i) piloting ecosystem-based adaptation (EbA) approaches and nature-based solutions (NbS); ii) enhancing sustainable climate financing through the establishment, operationalization, and capitalization of a National Climate Change Fund (NCCF), through green domestic taxes; iii) establishing a robust Climate Finance Monitoring System; and iv) promoting innovation through applied research grants. While the broader objectives of NCRP1 were achieved to varying degrees, there remains a need for a successor project to NCRP1, to continue its legacy, build on its strengths, learn from its lessons and address remaining needs and opportunities in resilience building. In particular, there is a need to provide policy-related support for upscaling of existing pilots, and to build on the financing instruments[3] developed under NCRP1.

NCRP2 was developed through a process that involved several interconnected actions, namely: i) an analysis of recommendations, best practices and lessons learned from the Independent Country Programme Evaluation (ICPE) of the CPD 2019-2023 and the Terminal Evaluation of the NCRP1; ii) a policy and institutional landscape review focussing on policies, strategies and initiatives focussed on climate change and ENRM in Malawi (including the country's Nationally Determined Contributions (NDC); iii) an assessment of the national finance landscape for climate change and ENRM; and iv) recommendations from the pre-COP 28 Trialogue[4] on Green Innovations, Energy Transition, Sustainable Climate Financing, and Circular Economy. From these sources, gaps and priority intervention areas were identified for inclusion in NCRP2. The three activities were conducted in parallel with extensive consultations with stakeholders from across the GoM, development partners, and civil society.

The sections below provide a detailed description of all elements of NCRP2. Section 1: Development Challenge provides a detailed problem analysis that explores the context of the problem and identifies the remaining gaps and opportunities for resilience building at policy level in Malawi. This information is framed in the context of Malawi's broader development objectives (i.e. Malawi 2063 and MIP-1)[5] and Climate Change and Environmental and Natural Resource Management (CC and ENRM) policy landscape.

[3] Detailed in Section III.1.1 'Output 3'.
[4] Hosted on 7 November 2023.
[5] Refer to section I.2 for details.

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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

1. The overall challenge the project will address

The problem in context

Malawi is a low-income country, and ranks as the fourth poorest globally, with approximately 70% of its population subsisting on less than USD 2.15 per day[6]. The country is also one of the most densely populated and has experienced an increase in poverty levels by nearly 2% from 2019 to 2023[7]. The demographic profile is characterised by a young and rapidly expanding population, with 51% below 18 years old (2018)[8]. Most of this population is agrarian and strongly reliant on forest resources, which are fundamental to the country's economic growth[9]. However, as a result of baseline population pressures and the impacts of climate change, Malawi's natural capital is being degraded, which is negatively impacting agricultural productivity and economic growth and leading to a long-term decline in the population's resilience to climate change[10]. The pressure on Malawi's natural resources is intensifying due to the expanding population and external factors affecting macroeconomic growth[11]. This is particularly evident in the energy sector and food systems conversion, where 88% of the population lacks access to electricity, and 80% of Malawi's population experiences moderate to severe food insecurity (2019-2021)[12]. The consequences of these environmental stresses include an increased reliance on natural resources, evidenced by the expansion of agricultural land into marginal areas, including slopes and wetlands, and the production of charcoal as a livelihood. These practices are contributing to widespread deforestation and land degradation, further undermining the delivery of essential ecosystem services such as food and energy availability, agricultural productivity and food security[13].

The ongoing degradation of natural capital is eroding sustainable economic growth and decreasing the climate resilience of Malawi's population. The escalating intensity of climate change poses a significant amplification of the challenges already faced by Malawi. This intensification is characterized by an observed increase in average temperatures, with the Malawi Department of Climate Change and Meteorological Services reporting a mean annual temperature rise of 0.2°C since 1971[14]. Furthermore, the country is experiencing increasing rainfall variability and intensity, alongside a noticeable increase in the frequency and intensity of extreme climate events over recent decades. Specifically, since 2010, Malawi has been affected by more than 16 major flood events, five destructive storms, and two severe droughts[15]. These events culminated in the occurrence of tropical cyclone Freddy in 2023, which displaced more than 500,000 people. The death toll of Freddy was more than 500, with a further 500 people reported missing[16]. The storm caused widespread damage to crops, and infrastructure, including schools, healthcare facilities, roads and other transportation infrastructure. Cyclone Freddy occurred in the wake of other destructive extreme climate events, including Cyclone Idai and Tropical Storm Ana. The impacts of these storms have been exacerbated by the effects of El Niño, which causes erratic weather and below-average rainfall in Southern Africa, thereby further exacerbating food insecurity across the country[17]. These changes in climate patterns exacerbate the threats to Malawi's already vulnerable natural capital, particularly impacting water and land resources, and subsequently further reducing the delivery of critical ecosystem services[18]. The decline in agricultural productivity caused by deforestation and land degradation is being exacerbated by these climatic changes, with soil degradation and shifting seasons among the chief concerns. Moreover, the direct damage from floods and storms further undermines the country's agricultural base. Consequently, Malawi is caught in a vicious cycle where intensifying climate impacts contribute to continued deforestation and the dwindling of forest resources, thereby increasing the vulnerability of local communities. This complex interplay between climate change and environmental degradation significantly compounds the challenges of ensuring sustainable economic growth and enhancing the climate resilience of the country's population, making it imperative to

[6] World Bank. 2023. Poverty & equality brief Africa Eastern and Southern: Malawi. Available here.
[7] World Bank. 2023. Poverty & equality brief Africa Eastern and Southern: Malawi. Available here.
[8] UNFPA. 2024. Young People. Available here.
[9] World Bank. 2022. Malawi Climate and development report. Available here.
[10] World Bank. 2022. Malawi Climate and development report. Available here.
[11] Including the effects of the Covid-19 pandemic, the war in Ukraine and the impacts of climate change. Source: Available here.
[12] World Bank. 2023. Poverty & equality brief Africa Eastern and Southern: Malawi. Available here.
[13] World Bank. 2022. Malawi Climate and development report. Available here.
[14] World Bank. 2022. Malawi Climate and development report. Available here.
[15] World Bank. 2022. Malawi Climate and development report. Available here.
[16] ActionAid. 2023. Cyclone Freddie: record-breaking destruction. Available here.
[17] FEWSNet. 2023. Strong El Niño will drive high needs across Southern Africa through early 2025. Available here.
[18] World Bank. 2022. Malawi Climate and development report. Available here.

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integrate climate change mitigation and adaptation strategies into natural resource management and development plans.

The problem that NCRP2 will address

To address the above challenges, the GoM has laid out its development agenda in Malawi's Vision 2063[19] – the national vision aiming to transform the country into a self-reliant industrialized upper middle-income country by the year 2063[20]. This vision represents the collective aspirations of the people of Malawi towards inclusive wealth creation and self-reliance, intending to achieve economic independence (see a description of the First 10-year implementation plan, MIP-1, in Section II.2). In addition to Malawi 2063, the GoM has developed numerous policy and legislative frameworks aimed at climate change and environment and natural resource management (CC and ENRM). The country has also set ambitious quantifiable mitigation and adaptation targets in its Updated Nationally Determined Contributions (NDC). Malawi's strong CC and ENRM policy environment and ambitious NDC targets should theoretically translate into decreasing rates of deforestation, increasing resilience, declining climate vulnerability and more robust economic growth. However, the pace of policy operationalization has been relatively slow and systemic impact has been limited and has not adequately kept pace with the needs of the country's growing population.

Malawi has a very robust policy landscape regarding CC and ENRM, but the sustainability, effectiveness and overall success in operationalization of these policies have been limited, leading to insufficient systemic impact. The GoM, in partnership with its development partners, NGOs, CSOs and other entities, has implemented numerous projects and interventions to address the challenges related to climate change and environment and natural resource management (CC and ENRM). However, while many of these initiatives have been successful in their overall objectives, they have not had the systemic impact needed to catalyse long-term change. Overall, there has been limited progress in reducing deforestation, accelerating afforestation, and implementing Nature-based Solutions (NbS). The maintenance of existing interventions is also inadequate, and there is a lack of effective exit strategies for projects and initiatives to ensure their sustainability. Moreover, the upscaling of existing initiatives has been limited and piloting of approaches has been predominant. The result has been a continuation of the vicious cycle described above and an overall slow rate of transformation towards climate-resilient development, with limited impact in addressing issues related to CC and ENRM in Malawi. The consequences of this problem manifest in: i) persistent food and nutrition insecurity; ii) pervasive poverty and inequality; and iii) increasing vulnerability of the country's population to climate shocks and stresses. The problem tree in Figure 1 below shows the overall development challenge of insufficient systemic impact from the operationalization of CC and ENRM policy frameworks, which decreases community resilience and causes a slow rate of low-emissions, climate-resilient economic development. The sections below the diagram provide a summary of the causes of the development challenge.

[19] World Bank. 2022. Malawi Climate and development report. Available here.
[20] Government of Malawi. 2022. MW2063 Vision. Available here.

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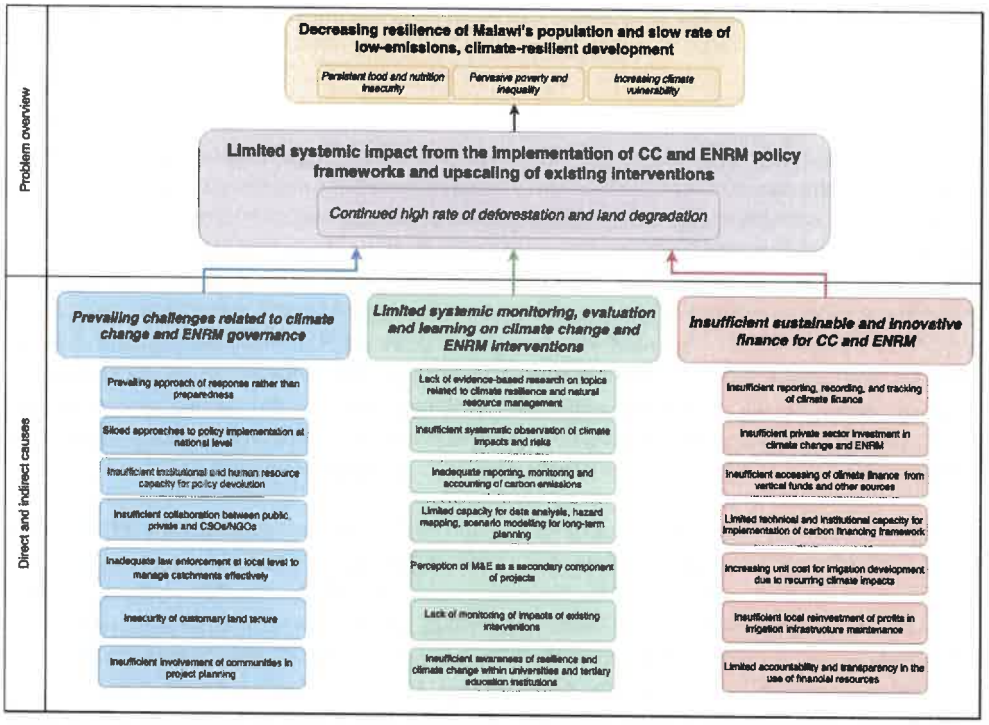


Figure 1. A problem tree showing how issues related to governance, MEL and finance inhibit the operationalization of climate change and ENRM policies, thereby causing a lack of systematic impact in addressing CC and ENRM, achieving its NDC targets and increasing the resilience of the country's population and contributing to the current slow rate of climate-resilient development. The project will address the root causes of the problem.

Identified thematic areas related to the development challenge

Three interconnected thematic areas of impact (shown in Figure 1 above) contribute to the problem of insufficient systemic CC and ENRM policy operationalisation. These thematic areas are: i) prevailing challenges related to climate change and ENRM governance; ii) limited systematic monitoring, evaluation and learning related to climate change and ENRM interventions; iii) insufficient sustainable and innovative financing for climate action and ENRM. A summary of each of these thematic areas is provided below.

Thematic area 1: Prevailing challenges related to climate change and ENRM governance

To enhance the resilience of Malawi's population to the impacts of climate change, it is essential that the country's policies and legislative frameworks aimed at curbing deforestation and land degradation are fully operationalised, that there is broader alignment and complementarity between interventions, and that siloed approaches to CC and ENRM are avoided. The operationalisation of policy frameworks for CC and ENRM is currently adversely affected by challenges that need to be addressed to enable systemic impact through linking and upscaling of interventions and catalyse climate-resilient development in Malawi. Several issues related to the governance of policy implementation remain, including a need for improved coordination both horizontally — among Government of Malawi (GoM) stakeholders and between donor partners, NGOs/CSOs and other stakeholders —and vertically, between the national government and district/local level governments. Enhancing coordination between stakeholders is crucial for the effective implementation of climate and ENRM strategies, as well as for the overall implementation and success of Malawi's Nationally Determined Contributions (NDCs). Additionally, governance challenges such as a dominant reactive over proactive approach, siloed policy implementation, insufficient institutional and human resources for policy decentralization, and a lack of adequate collaboration among public sector, private sector, and civil society organizations significantly weaken the efficacy of these policies. Moreover, the issues of inadequate enforcement of regulations at local levels and other related issues such as insecurity in customary land tenure add to the complexity of the governance landscape. While progress has been made in terms of improving coordination between stakeholders, further strengthening of CC and ENRM governance is needed to ensure alignment and complementarity between the actions of different stakeholders, and to link ongoing and planned interventions at landscape level across Malawi.

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Thematic area 2:
Limited systematic monitoring, evaluation and learning on climate change and ENRM

Monitoring, evaluation and learning (MEL) is a critical area affecting the long-term sustainability and effectiveness of CC and ENRM initiatives in Malawi. However, there has to date generally been insufficient focus on MEL in Malawi. This includes a lack of evidence-based research on topics critical to climate resilience and ENRM, which leads to insufficient systematic observation of climate impacts and risks. This gap in knowledge and data is further exacerbated by inadequate practices in reporting, monitoring, and accounting for carbon emissions. There is a notable deficiency in the capacity for data analysis, hazard mapping, and scenario modelling, which are essential for informed long-term planning and decision-making. Additionally, the perception of monitoring and evaluation (M&E) as a secondary component of project implementation undermines the potential for adaptive management and learning from ongoing interventions. This issue is compounded by a lack of monitoring of the impacts of existing interventions, leaving stakeholders uninformed regarding their effectiveness and areas for improvement. At the core of these challenges is the absence of a comprehensive framework for monitoring, evaluation, and reporting of climate change and disaster risk management (DRM) projects[21]. Without such a framework, it is difficult to assess the performance of initiatives, make necessary adjustments, and ensure that lessons learned are integrated into future efforts. This gap not only hampers the ability to measure progress towards climate resilience and ENRM goals but also limits the opportunity for stakeholders to learn from experiences and enhance the efficacy of interventions over time.

Thematic area 3:
Insufficient sustainable and innovative financing for CC and ENRM

Overall, a significant number of financial resources for climate action and ENRM is flowing into and within Malawi, primarily through development partners, agencies and NGOs. While these sectors are priority areas for the GoM, there remains limited resources available from the GoM for specific priority action towards addressing the impacts of climate change and building resilience in the country. Domestically, only ~1% of public expenditure is allotted to climate change and ENRM and Malawi's dependence on international finance remains the status quo[22]. Sustainable financing for climate action and ENRM is therefore a critical area of concern in Malawi. The GoM has recognised the importance of addressing the impacts of climate change and has taken steps to increase domestic spending on climate change, and has initiated several initiatives to strengthen national institutions to access climate finance and to create dedicated flows of funding. However, there is a noticeable lack of effective reporting, recording, and tracking of climate finance, limited private sector investment, and inadequate access to funds from vertical funds such as the Green Climate Fund (GCF), Global Environment Facility (GEF) and other multilateral funding bodies. The technical and institutional capacities necessary for implementing carbon financing frameworks are also inadequate, and the increasing cost of infrastructure development due to recurring climate impacts, along with insufficient reinvestment in infrastructure maintenance, poses significant challenges. Additionally, financial resources are often used without sufficient accountability and transparency, which reduces the amount of funding ultimately flowing to beneficiaries on the ground. Without improving access to, and the transparent and accountable use of, climate and ENRM financial resources, the GoM's capacity to implement its policy and institutional frameworks will be severely inhibited. Gaps and needs in terms of sustainable financing, as well as governance, and MEL, are discussed in Section 3 below.

2. Relevant national/regional/global development priorities

Malawi 2063

The development goals outlined in Malawi's 2063 (MW2063) present a robust framework for enhancing the country's resilience against the impacts of climate change. By expediting the implementation of policies and programs within MW2063, Malawi could pivot to a higher growth trajectory, concurrently mitigating the adverse effects of climate change. However, this envisioned development path alone may not suffice to build the necessary resilience. It necessitates a dual approach: adopting new strategies and modifying existing ones to effectively combat climate-related challenges[23].

MIP-1

[21] World Bank. 2022. Malawi Climate and development report. Available here.
[22] MoNRCC. Malawi's Climate Finance Landscape. Available here.
[23] World Bank. 2022. Malawi Climate and development report. Available here.

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The Malawi 2063 First 10-Year Implementation Plan (MIP-1) serves as the initial phase in operationalizing the Malawi 2063, from 2021 to 2030. MIP-1 is the first of four decadal plans aimed at achieving the goals of MW2063. This plan endeavours to incorporate lessons and best practices from previous development frameworks, aiming to lay a robust groundwork for attaining the ambitious objectives of MW2063[24]. MIP-1's strategy is based on seven pivotal enablers that underpin the plan's execution. These include: (1) mindset change; (2) effective governance systems and institutions; (3) enhanced public sector performance; (4) private sector dynamism; (5) human capital development; (6) economic infrastructure, and (7) environmental sustainability[25]. Together, these enablers are designed to steer Malawi towards a prosperous future marked by inclusive wealth creation, self-reliance, and sustainable development.

MIP-1 Enabler 7 of the MIP-1 focuses on environmental sustainability, with the specific objective of promoting sustainable development within a clean, secure environment. This Enabler focuses on the following areas:

- **Ecosystem conservation and environmental management:** Embrace ecosystem-based approaches in managing the environment with harmonized legislation.
- **Waste management and green economy:** Adequate waste disposal, treatment and recycling; air and water pollution management, and prudent water resource management.
- **Climate change management:** Mitigation of GHG emissions and adaptation to the impacts of climate change.
- **Environment and climate change financing:** Coordinated and innovative financing mechanisms towards climate change, conservation, adaptation and mitigation measures.
- **Natural disasters and climate adversities preparedness:** Disaster preparedness, response and recovery.

UNDP CPD and UNDSDCF

Malawi 2063 Strategy's first 10-year Implementation Plan (MIP-1), covering 2021-2030, forms the foundation of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in Malawi. This strategy emphasizes the management of natural resources and wealth creation through good governance, aiming to energize sectors like mining, tourism, agriculture, and services for high-value economic growth. The Country Programme Document (CPD) for 2024-2028 sets a goal: enhancing resilience against various vulnerabilities and shocks will lead to equitable rights, participation, and benefits from sustainable, resilient, and inclusive growth for all in Malawi, particularly for those most marginalized. This objective prioritizes the health of the environment and the effectiveness of governance. UNDP plans to support this by connecting and leveraging initiatives across several domains, including policy reform, innovative financing, decentralization, and inclusive digitization. The focus will be on fostering the growth and resilience of the people, the economy, and the environment through transformational governance and sustainable environmental and economic transformation[26]

3. Needs and opportunities for achieving systemic impact on climate change and ENRM

Malawi faces a substantial challenge with a widening gap of poverty and inequality, exacerbated by population growth and the increased pressure on its natural resources. The country's socio-economic development is inextricably linked to its rapidly diminishing natural resources, highlighting the urgent need for effective implementation of the Government of Malawi's (GoM) environmental policies. This implementation must be comprehensive, coordinated, and integrated to mitigate the severe threats posed to the nation's future, especially with the looming challenges of climate change. This situation is further complicated by climate change, which threatens to undo any progress made thus far. Hence, there is a critical need for enhancing policy implementation to ensure systemic and sustainable impact, addressing both environmental preservation and socio-economic development in the face of these challenges. To accelerate the implementation of the GoM's CC and ENRM policies, four interconnected areas should be addressed, as discussed below.

Systemic impact through upscaling of mitigation interventions with adaptation co-benefits

To achieve systemic impact on CC and ENRM, there is a need to strengthen the enabling environment for expanding existing adaptation and mitigation efforts, and particularly landscape-level approaches to build resilience. This includes upscaling of projects/activities that include improved livelihood outcomes and non-carbon benefit outputs/outcomes — for example, voluntary standard mechanisms that promote sustainable livelihood approaches. While there have been some successes registered in implementing such approaches and working at landscape level (particularly in catchment management), there remains a need to improve the governance of these link existing interventions, build

[24] GoM. 2021. MW 2063 Vision. Available here.
[25] UNDP CPD 2024-2028
[26] UNDP CPD 2024-2028

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on those that have already been implemented, and improve maintenance of interventions. Most notably, there should be a focus on promoting investment in mitigation interventions with adaptation co-benefits, particularly in waste management. While Malawi is not a significant contributor to GHG emissions globally, its ambitious development agenda and rapidly growing population will likely set it on a path of increasing GHG emissions. By investing in cross-cutting interventions that address energy demand and improve community resilience, the country will be set on a path to low-carbon development while also ensuring that its population is resilient to the impacts of climate change. To catalyse systemic change, a key sector where there is a need for investment is waste management. As Malawi's population grows, waste management is becoming an increasing problem that not only produces significant amounts of GHG, but also reduce community resilience by clogging up waterways and contributing to flooding, causing reductions in water quality, and contributes to air pollution that lowers the quality of life of Malawians. Waste also represents a potential form of energy, which if properly developed can reduce the reliance on charcoal. Waste management is a critical emerging area where interventions can simultaneously reduce GHG while enhancing resilience. Investment in waste management also provides a wide range of opportunities for private sector investment and livelihood diversification.

Enhanced climate change and ENRM governance

While Malawi has a relatively strong CC and ENRM policy environment, there is a need to enhance governance and collaboration for the implementation of CC and ENRM policies and legislative frameworks. Planning and implementation of interventions are often highly fragmented, with stakeholders often working in siloes, resulting in duplication and overlap[27]. A related challenge is overlaps or ambiguity in mandates of different MDAs working on CC and ENRM, leading to a uncertain leadership and implementation roles. There is a need to improve coordination among stakeholders, to clarify mandates, raise awareness of policies, and strengthen enforcement of regulations focussed on reducing deforestation. Enhanced governance for CC and ENRM should include the development of a Climate Change Act, improved coordination of M&E of interventions under MIP-1 Enabler 7. Improved awareness of climate change and ENRM issues among the population. Several climate change-related platforms have been developed through support to the GoM, but there remains a need for the government to mainstream climate change strategies into planning, financing, and implementation of interventions/activities related to NDCs and particularly interventions under Enabler 7 of MIP-1.

Improved monitoring, evaluation and learning related to climate change and ENRM

To enhance the sustainability and effectiveness of projects focused on climate change (CC) and environmental and natural resource management (ENRM), there's a pressing need for improved monitoring, evaluation, and learning (MEL). Systematic observation of interventions in these areas is crucial for ensuring projects not only achieve their objectives but also utilize limited financial resources efficiently. M&E should be considered a core element of project management, not merely a secondary activity. This shift in perspective is vital because, despite existing monitoring efforts, there is a notable lack of tracking the on-the-ground socio-economic impacts of projects in Malawi. Although projects are usually monitored, their broader impacts on society and the economy often go unexamined. To address this, establishing clear baselines is crucial as it offers reference points for mid-term evaluations (MTE) and terminal evaluations (TEs), enabling more accurate assessment and adaptation strategies. Adopting long-term scenario modelling can provide valuable insights into the potential trajectories of climate change projects, helping stakeholders to prepare and adapt to future challenges. An exit strategy for projects is also imperative to ensure their long-term viability and success. By focusing on these strategic areas, stakeholders can significantly improve the resilience and sustainability of interventions in climate change and environmental management, ultimately leading to more effective and impactful projects. Furthermore, mainstreaming support for the development of a government-wide monitoring and evaluation (M&E) system is essential to boost the sustainability and effectiveness of CC and ENRM projects. This initiative could lead to better compliance with regulatory frameworks, driven by evidence-based research, and facilitate improved reporting on carbon emissions.

Improved access to sustainable finance for climate action and resilience building

Malawi faces the critical challenge of financing its climate action and resilience-building initiatives. Access to sustainable finance is essential for the effective implementation of environmental policies and the systemic enactment of resilience strategies. Firstly, it's imperative to enhance the viability of business opportunities related to sustainable energy within Malawi. Such an effort supports economic advancement while ensuring that development aligns with environmental sustainability and resilience against climate change. The mobilization of financial resources through Public Private

[27] World Bank. 2022. Malawi Climate and development report. Available here.

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Partnerships (PPPs) in climate investment plays a key role in this context. By facilitating collaboration between the public and private sectors, PPPs can significantly contribute to climate action and environmental and natural resource management (ENRM), making private investment an invaluable asset in this endeavour. The execution of Malawi's Vision 2063 and its additional adaptation measures highlights the urgency of securing adequate funding without increasing the nation's public debt[28]. This vision outlines a sustainable and climate-resilient growth path, demanding innovative financing solutions that do not exacerbate financial liabilities. Identifying new funding sources, such as grants, concessional financing from public entities, and private sector contributions, is crucial to fulfil the immediate investment requirements that will yield long-term benefits. Development aid, aligned with climate co-benefits, can capitalize on the opportunities emerging from recent amendments in PPP legislation. This requires an optimized utilization of resources from the public sector, international finance, and private investments to avoid the complexities and costs associated with managing fragmented financial sources[29]. These reforms play a vital role in directing financial resources toward projects with the greatest impact on climate resilience. Addressing these financial constraints requires innovative strategies to unlock new funding avenues and to maximise the use of those that already exist. This could include leveraging private sector investment, accessing international climate funds (such as the Green Climate Fund or Global Environment Facility), and exploring public-private partnerships. Moreover, there is a necessity for policy reforms that incentivize sustainable investment and ensure that financial resources are allocated efficiently towards the most impactful climate resilience projects[30].

In summary, for Malawi, enhancing access to sustainable finance for climate initiatives is not just about funding; it's about ensuring that environmental policies are effectively operationalised and resilience-building activities are systematically and sustainably executed. This approach underscores the need for innovative finance, cross-sector collaborations, and policy adjustments to navigate the challenges of climate change adaptation and resilience-building effectively.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

1. Theory of Change

Problem Statement

In recent decades, pressure on Malawi's natural resources have been intensifying due to the expanding population and external factors affecting macroeconomic growth[31]. Simultaneously, the impacts of climate change on the country's economy have become increasingly severe, causing the country's rapidly growing population to over-depend on unsustainable natural resource use for their livelihoods. This situation is characterised by widespread deforestation and land degradation, caused by an increase in clearing of marginal lands such as slopes and wetlands for agriculture, and overharvesting of biomass for energy generation. Environmental degradation is undermining the delivery of essential ecosystem services such as food and energy availability, leading to lower agricultural productivity and food insecurity, and an increased reliance on the dwindling natural resource base. Consequently, Malawi is caught in a vicious cycle where the intensifying impacts of climate change contribute to continued deforestation and the dwindling of forest resources, thereby increasing the vulnerability of local communities.

To address these challenges, the GoM has developed numerous policy and legislative frameworks aimed at addressing climate change and environment and natural resource management (CC and ENRM), and the country has developed its Nationally Determined Contributions (NDC) to respond specifically to the challenges associated with climate change. Nonetheless, the pace at which policy frameworks and Malawi's NDCs has been operationalised has been relatively slow and implementation has not adequately kept pace with the needs of the country's growing population. While many of these policies have been successful in their objectives and there is an increasing recognition of the need to work at landscape level, systemic impact across the country has been limited, hindering low-emission, climate-resilient socio-economic development in Malawi. The lack of systemic impact and inadequate policy operationalisation are related to three interconnected factors, namely: i) inadequate climate change and ENRM governance; ii) limited monitoring, reporting and learning (MEL) of climate change and ENRM initiatives; iii) insufficient sustainability of financing for climate change and ENRM. Collectively, these factors are inhibiting the upscaling of existing interventions beyond pilots, reducing the extent to which existing and planned interventions are linked and coordinated, and causing a continuation of siloed approaches to addressing issues related to CC and ENRM.

[28] World Bank. 2022. Malawi Climate and development report. Available here.
[29] World Bank. 2022. Malawi Climate and development report. Available here.
[30] World Bank. 2022. Malawi Climate and development report. Available here.
[31] Including the effects of the Covid-19 pandemic, the war in Ukraine and the impacts of climate change. Source: Available here.

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Proposed solution to the problem

The proposed solution to addressing the current gaps and needs for resilience building and enhanced ENRM is to address each of the three thematic problem areas explored in the preceding section. The three areas that the project should therefore focus on should include: i) governance and coordination; ii) monitoring, evaluation and learning (MEL); iii) and sustainable, innovative financing. These elements are interconnected and will collectively strengthen the enabling environment for operationalisation of Malawi's CC and ENRM policy frameworks. As part of this strategy, coordination between stakeholders for policy implementation should be strengthened, both horizontally (between GoM stakeholders, as well as between donor partners), and vertically (between national government and district/local level government). To ensure the sustainability of CC and ENRM interventions, systems for monitoring, evaluation and learning (MEL) should be strengthened to enable continuous improvement and informed decision-making. In addition, sustainable climate finance should be unlocked to fund the effective upscaling and linking of CC and ENRM initiatives, expanding into previously overlooked areas, promoting systemic impact, and building resilience at a broader scale across Malawi.

2. Knowledge, good practices and lessons learned

The selected project strategy has been designed with a strong focus on good practice and lessons learned. This is evident from the fact that the process by which the project was developed included three elements. These are: i) an analysis of recommendations, best practices and lessons from the Independent Country Programme Evaluation (ICPE) of the UNDP Country Development Programme (CDP) for 2019-2023, and the terminal evaluation of the recently concluded National Climate Resilience Project (NCRP); ii) a policy and institutional landscape review — focussing on policies, commitments, and strategies on climate change and ENRM in Malawi; and iii) an assessment of the country's finance landscape for climate change and ENRM. From these sources, gaps and priority intervention areas were identified for inclusion in the new project under CDP 2023-2028. Moreover, stakeholder consultations during project development focussed strongly on knowledge, good practices and lessons learned. Stakeholders identified several areas where lessons learned from previous projects (including the NCRP) can be leveraged to maximise the impact of the new project. The selected strategy was designed to incorporate these lessons and build on best practices identified. Finally, the project's strong focus on monitoring, evaluation and learning (MEL) will ensure that the project contributes to the generation and use of knowledge in future initiatives.

3. Assumptions

The project has been developed with acknowledgement of several assumptions and risks associated with factors that are both internal (project design and implementation) and external (related to *partners, stakeholders and context)*. The section below provides an overview of the key assumptions of the project. A full risk assessment is presented in Section IX. Risk Management.

Gender: Given that the project's focus is at the policy level, gender mainstreaming should be prioritised across all activities. This should be aligned with the objectives set under UNSDCF Outcome 4 (SP4): *'By 2028, more people, especially the most vulnerable, including women and youth, are resilient to climate change and shocks, benefit from and have access to better-managed waste, ecosystems, and natural resources, including clean and affordable energy'*. All project outputs and activities should be disaggregated by gender and focus targeted on women and the youth where possible. Each output has a Gender Marker which should be adhered to as part of the monitoring of project activities.

Collaboration among Stakeholders: Successful implementation of the proposed project will rely on the assumption of effective collaboration and coordination among ministries, departments, agencies, NGOs, the private sector, and international partners. Given that coordination is one of the key areas of intervention that the project aims to address, special attention will be given to ensuring that coordination interventions are successfully implemented. This includes leveraging partnerships for financial and technical support and ensuring that all efforts are complementary and aligned with the existing national CC and ENRM policy and regulatory environment. It is also assumed that platforms established to enhance collaboration will have the support of stakeholders at different levels.

Governance and policy environment: The assumption is that activities implemented to enhance collaboration among stakeholders will be successful and that frameworks developed under the project will have their desired effect. It is also assumed that any guidelines or guidance documents produced under the project will be actively used by stakeholders. Moreover, it is assumed that proposed revisions/updates to the policy environment will be accepted by parliament.

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Monitoring and evaluation: It is assumed that mainstreaming of monitoring, evaluation and learning (MEL) will enhance the sustainability and effectiveness of future CC and ENRM projects and that systems for monitoring and evaluation will be actively used in the future. There is a risk that systems developed or improved under the project will not be used at a broad enough scape by stakeholders and that the improvements of the project to MEL will therefore not translate into improved outcomes in terms of sustainability of future projects.

Sustainable financing: The assumption is that there will be continued and enhanced support from international donors, development partners, and the private sector for the project's activities. This includes an assumption that there will be a continued availability of funds from sources like the Green Climate Fund (GCF), Global Environment Facility (GEF), and other climate finance mechanisms. The assumption is also that Malawi's access to vertical funds will be enhanced through the project's activities. It is assumed that digital solutions developed under the proposed project to improve access to finance will be actively taken up by the public and private sector, and that uptake will be at a scale that is broad enough to have systemic impact. It is also assumed that incorporating CC and ENRM into microfinance solutions will be commercially viable.

Systemic impact: The project has been developed with the assumption that the combined suite of interventions, focussing on governance, MEL and finance, will catalyse systemic impact through more effective policy implementation. There remains a risk that the proposed interventions will not sufficiently enhance the CC and ENRM environment if any of the Outputs are not achieved at the desired level.

Development partners and donors: The assumption is that development partners and donors will support the project throughout its implementation period, and that they will have the human resources capacity to play an active role throughout the process. Moreover, it is assumed that partners will provide necessary co-financing and other support in a timely and consistent manner.

Global economic outlook: It is assumed that no unforeseen global economic shocks will disrupt the project's implementation (e.g., the Covid-19 pandemic). Given that the project will be implemented primarily at policy level, it is assumed that no disruptions to supply chains or markets will have an impact on the sustainability of interventions. The project will also be executed with the assumption that the ultimate result of the project in terms of its impact on CC and ENRM policy implementation will be affected by external factors such as the rate of population growth and overall economic outlook of the country.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

1. Expected Results

The goal of the proposed project is to enhance the implementation of climate change and ENRM policies to achieve systemic impact in increasing the resilience of Malawi's population. The project will contribute towards the following CPD/UNSDCF Outcome:

UNSDCF Outcome 4 (SP4): 'By 2028, more people, especially the most vulnerable, including women and youth, are resilient to climate change and shocks, benefit from and have access to better-managed waste, ecosystems, and natural resources, including clean and affordable energy.'

1.1. Pillars and Outputs

The project strategy will comprise three interconnected Pillars, corresponding to the three thematic areas discussed in Section I.3. These Pillars are:

- **Pillar 1:** Governance and coordination
- **Pillar 2:** Monitoring, evaluation and learning (MEL)
- **Pillar 3:** Sustainable, innovative finance

Each of these pillars will comprise a corresponding Output that will collectively contribute towards the UNSDCF Outcomes listed above. The overall coordination of the project (across all three pillars) will be the responsibility of EAD, with sectoral partners tasked with their execution, under the guidance of EAD (refer to Table 1, 2 and 3 below for more information). The project's Pillars and Outputs are shown in below.

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Pillars	Pillar 1: Governance and coordination	Pillar 2: Monitoring, evaluation and learning	Pillar 3: Sustainable, innovative finance
Outputs	**Output 1.** Enhanced governance and collaboration for implementation of CC and ENRM policies and legislative frameworks	**Output 2.** Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation and learning	**Output 3.** Improved enabling environment for sustainable innovative financing for climate resilience and ENRM

Figure 2. Pillars and Outputs of the project.

The project will comprise three interconnected Outputs which will collectively contribute to the CPD and UNSDF outcomes. A description of each of the project's Outputs is provided below.

Pillar 1: Governance and coordination

Output 1. Enhanced governance and collaboration for implementation of CC and ENRM policies and regulatory frameworks

Main focus: The focus of Output 1 will be on issues related to governance of CC and ENRM, with a specific focus on stakeholder coordination and cooperation, and the implementation of policy and regulatory frameworks.

Description: Addressing the governance and collaboration challenges in the implementation of Climate Change (CC) and Environmental and Natural Resources Management (ENRM) policies is crucial for achieving systemic impact and fostering climate-resilient development in Malawi. The project aims to tackle several key issues hindering effective policy implementation. These include the need for stronger horizontal coordination among Government of Malawi (GoM) stakeholders and donor partners, as well as improved vertical coordination between the national government and district/local level governments. Enhancing stakeholder coordination is essential for the successful execution of climate and ENRM strategies. Moreover, the project will transform the current governance approach from reactive to proactive, address the compartmentalization of policy implementation, bolster institutional and human resources for policy decentralization, and foster robust collaboration among the public sector, private sector, and civil society organizations. The proposed interventions under Output 1 are shown in Table 1 below (information on executing partners is presented in Section III.3).

Table 1. Proposed Interventions under Output 1.

Activity	Sub-activity	Implementing partner
Activity 1.1. Support the development of the Climate Change Act, including provision for mainstreaming of Gender and Social Inclusion (GESI)	Sub-activity 1.1.1. Conduct a review of the Climate Change Policy, including identification of entry points for mainstreaming of Gender and Social Inclusion (GESI).	• Dept of CC • MoNRCC • EAD • MoG
	Sub-activity 1.1.2. Support the development of the Climate Change Bill through the provision of technical assistance and support for inter alia development of TORs and hiring of legal personnel to undertake consultations and draft the bill.	• Dept of CC • MoNRCC • EAD • MoG
	Sub-activity 1.1.3. Support the production of relevant regulations under the Climate Change Act, focussing on carbon finance and waste management.	• Dept of CC • MoNRCC • EAD
Activity 1.2. Improve CC and ENRM coordination mechanisms for MIP-1 Enabler 7.	Sub-Activity 1.2.1. Establish an independent participatory CC and ENRM dialogue forum, targeting stakeholders at all levels (including national and district-level officials, NGOs, women's and youth groups, the private sector, and GoM MDAs).	• MoNRCC • Dept of CC • EAD
	Sub-activity 1.2.2. Conduct capacity building trainings, targeting key members of technical committees and the planning department within the MoNRCC and DoEPD, for CC and ENRM governance and the incorporation of indigenous knowledge in decision-making.	• LEAD • Dept CC • Universities • EAD • EP&D • DoF
	Sub-activity 1.2.3. Establish partnerships with advocacy institutions such as the National Initiative for Civic Education (NICE), women's groups, and the National Youth Network on Climate Change, focussing on all areas related to CC and ENRM (including waste management).	• NICE • National Youth Network on Climate Change

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		• Women's groups • EAD
	Sub-activity 1.2.4. Organize a symposium (e.g. support the organisation of Climate Change Week, either at national level or at district level) to raise awareness among stakeholders of national-level mandates and policies, and pertinent issues related to enforcement and policy implementation.	• Dept of CC • EAD • Higher Education Institutional Network on Climate Change • National Youth Network on Climate Change • NPC
Activity 1.3. Support the revision of the NDC and the development of a long-term strategy for implementation and monitoring.	Sub-activity 1.3.1. Conduct a review of system for tracking of NDC implementation, to identify gaps in NDC implementation and areas for potential improvement.	• MoNRCC • EAD • Dept of CC
	Sub-activity 1.3.2 Provide technical support for the enhancement of the system for tracking of NDCs.	
	Sub-activity 1.3.3. Support the revision of Malawi's NDC.	
Activity 1.4 Promote improved governance of waste management and circular economy initiatives, including entry points for GESI and provision for cross-sectoral collaborations.	Sub-activity 1.4.1. Conduct a diagnostic study on challenges and opportunities in waste management and circular economy in Malawi to inform the national waste management strategy, including a district-level stock-take of existing or planned waste management plans.	• MUST • Dept of Science& Technology • City Councils/Local Government
	Sub-activity 1.4.2. Conduct a revision of the national waste management strategy, in line with the study done under 1.4.1.	• EAD • Dept of Science& Technology •
	Sub-activity 1.4.3. Develop a plan for the implementation of the national waste management strategy at district level, including provisions for private sector involvement.	• MUST • Dept of Science& Technology • City Councils/Local Government
	Sub-activity 1.4.4. Develop waste management action plans for districts where these do not exist, including a focus on promoting behaviour change among the adult population.	• City Councils • Ministry of Local Government (MoLG) • Government • Dept of Science& Technology
	Sub-activity 1.4.5. Develop a business framework to support private sector investors in waste recycling through incentive mechanisms such as tax reductions and waivers.	• City Councils • MIM • MUBSS /MUST • EP&D • City Councils/Local Government Dept of Science& Technology
	Sub-activity 1.4.6. Develop a framework for implementation of seal of environmentally responsible manufacturing, in collaboration with the private sector.	• City Councils • MIM • MUBSS /MUST • EP&D • City Councils/Local Government • Dept of Science& Technology
Activity 1.5. Support mainstreaming of CC and ENRM into the Mines and Minerals Act to minimise impact of mineral exploration and production, including Artisanal and Small-scale Mining (ASM).	Sub-activity 1.5.1 Conduct a review of geo-mineral resource mapping done under MIP-1 to identify areas potentially sensitive to environmental degradation and deforestation.	• Dept of Mining • Geological Surveys Dept • University of Malawi (UNIMA)
	Sub-activity 1.5.2. Conduct a mining sector round table discussion to mainstream CC and ENRM in the mining sector Act.	• Dept of Mining • Geological Surveys Dept • University of Malawi (UNIMA) • Private Sector (mining)

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	Sub-activity 1.5.3. Develop guidelines for responsible mining that emphasize the link between mining activities and climate change/environmental and natural resource management (CC/ENRM) for effective policy-making and enforcement.	• Dept of Mining • Geological Surveys Dept • University of Malawi (UNIMA) • Private Sector (mining)

Pillar 2: Monitoring, Evaluation and Learning

Output 2. Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation and learning

Main focus: Output 2 will be focussed on the key area of Monitoring, Evaluation and Learning (MEL). This will include mainstreaming of CC and ENRM into MEL systems, improving the use of digital technologies, and awareness raising, and behaviour change on issues related to CC and ENRM-related.

Description: The effectiveness and long-term sustainability of CC and ENRM initiatives are significantly hindered by insufficient attention to Monitoring, Evaluation, and Learning (MEL). Output 2 will address the issue of inadequate systematic monitoring of climate impacts and risks and a lack of research on crucial topics for climate resilience and ENRM. The Output will also improve reporting, monitoring, and accounting for carbon emissions, and address a significant gap in capacities for data analysis, hazard mapping, and scenario modelling. These are vital for informed decision-making and long-term planning. In addition, the project will address the perception of Monitoring and Evaluation (M&E) as a secondary aspect of project implementation which hinders opportunities for adaptive management and learning from ongoing activities. This is exacerbated by insufficient monitoring of the effectiveness of current interventions, which leaves stakeholders uninformed about their success and areas needing improvement. Under Output 2, the project will work with EP&D on ongoing initiatives such as the development of a GoM-wide M&E system. Existing partnerships will be leveraged to ensure the flow of information, collaboration on establishing mutually beneficial systems for M&E and to capture the interests of stakeholders at all levels. The proposed interventions under Output 2 are shown in Table 2 below.

Table 2. Proposed Interventions under Output 2.

Activity	Sub-activity	Implementing partner
Activity 2.1. Support the mainstreaming of CC into the government-wide M&E system developed by EPnD to enhance sustainability and effectiveness of CC and ENRM projects.	Sub-activity 2.1.1. Conduct a comprehensive assessment of M&E frameworks that exist in Malawi, including gaps and barriers to their effective operation, opportunities for improvement, and develop a mechanism for harmonisation of the systems.	• EP &D • National Planning Commission (NPC) • National local government finance committee
	Sub-activity 2.1.2. Develop a guidance document on M&E for CC adaptation and mitigation.	• MoNRCC • Dept of CC • EAD
	Sub-activity 2.1.3. Conduct a study on opportunities for enhancing community participation in GoM's Implementation, Monitoring and Evaluation Strategy, focussing on the use of indigenous knowledge systems and drawing on women's knowledge of resilience management.	• MoNRCC • Dept of CC • EAD • Ministry of Local Government • MoG
	Sub-activity 2.1.4. Establish a data sharing agreement to improve the flow of information between development partners, donors and GoM stakeholders, such as the Malawi's NSO, building on existing collaboration between FAO and IUCN on digitisation of M&E	• EP&D • EAD • NPC • UNDP
	Sub-activity 2.1.5. Collaboratively develop sector-specific indicators for tracking of climate change adaptation and mitigation projects	• EP &D • EAD • Dept of CC • NPC • MoG
	Sub-activity 2.1.6. Conduct capacity building trainings, disaggregated by gender, on M&E system across staff from different governmental organizations, focussing on guidance document and indicators.	• Universities (UNIMA, IUANAR) • MIM • EP&D • NSO • National local government finance committee

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	Sub-activity 2.1.7. Appoint additional personnel to work on MEL for a one-year contract, with options for renewal based on performance.	• EP&D • EAD
Activity 2.2. Support the deployment of digital solutions to improve compliance with regulatory systems for CC and ENRM, including support for evidence-based research through institutions that already work on issues of CC.	Sub-activity 2.2.1. Contribute to the ongoing development of an online system for managing licensing and permitting applications and provide information on CC and ENRM policies and regulations.	• MoNRCC • EAD • Dept of CC
	Sub-activity 2.2.2. Produce information for dissemination to stakeholders to encourage compliance with regulations (including raising awareness on policies, mandates and regulations, planned projects, M&E, and emerging issues such as L&D and carbon finance)	• MoNRCC • EAD • Dept of CC • DoDMA • AEJ
	Sub-activity 2.2.3. Establish a mechanism for mandatory Environmental and Social Impact Analysis (ESIA) on all national or local level development projects.	• MoNRCC • EAD • Dept of CC • DoDMA
	Sub-activity 2.2.4. Develop operational guidelines for the Management Information System (MIS) to improve tracking and reporting of climate finance, for dissemination to stakeholders.	• EP&D • NPC • EAD • Dept CC
	Sub-activity 2.2.5. Conduct a training to introduce key stakeholders to the climate finance tracking tool, including journalists trained under Activity 2.3.	• EAD • Dept CC • EP&D • NPC • AEJ
	Sub-activity 2.2.6. Support applied research related to CC and ENRM through research grants.	• DoST • EAD • Universities
	Sub-activity 2.2.7. Collaborate with NSTC to support research institutions working on issues of CC and ENRM.	• EAD • NSTC • Dept CC
	Sub-activity 2.2.8. Develop digital knowledge products based on the outputs of research under Sub-activity 2.6.1.	• EAD • NSTC • DoCC • AEJ
Activity 2.3 Promote behaviour change in CC and ENRM through the development of measures for effective reporting of CC and ENRM issues in the media.	Sub-activity 2.3.1. Facilitate a training and support programme for environmental journalists, focussing strongly on the needs of women and the youth.	• EAD • MIJ • AEJ
	Sub-activity 2.3.2. Establish a community of practice in CC and ENRM for promotion of environmental journalism.	• EAD • MoNRCC • LEAD • AEJ
	Sub-activity 2.3.3. Conduct a review and revision of the National Environment and Climate Change Communication Strategy, focussing on the specific needs of women, the youth and other marginalised groups.	• EAD • MoNRCC • Ministry of Information and Civic Education • NGOs • MoG
	Sub-activity 2.3.4. Work with Ministry of Education to mainstream waste management and other topics pertinent to CC and ENRM into school curricula to promote behaviour change.	• City Councils/Local Government • MoE • Malawi Institute of Education (Domasi)

Pillar 3: Sustainable, innovative finance

Output 3. Improved enabling environment for sustainable innovative finance for climate resilience and ENRM

Main focus: Output 3 will be centred around the need to improve the availability of sustainable and innovative finance for CC and ENRM. This will include both domestic climate finance (particularly focussing on carbon trading), as well as international finance, in the form of concessional finance from vertical funds.

Description: Malawi sees a substantial influx of financial resources for interventions related to climate change and environmental and natural resources management (ENRM), mainly through development partners, agencies, and NGOs, as well as through direct contributions by the GoM. However, despite CC and ENRM being priority areas of intervention for the GoM, domestic funding remains limited, with only about 1% of public expenditure dedicated to

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addressing climate change and ENRM. This highlights Malawi's continued reliance on international financial support. Output 3 will address the need for sustainable financing in these areas. The GoM has undertaken measures to boost domestic climate change expenditure and launched initiatives to strengthen national capacities for accessing climate finance and establishing dedicated funding streams. Nevertheless, challenges persist, including the lack of robust mechanisms for reporting, recording, and tracking climate finance, limited investment from the private sector, and difficult access to funds from vertical funds such as the Green Climate Fund (GCF) and Global Environment Facility (GEF), among other multilateral finance bodies.

Output 3 will address the technical and institutional capacities needed for implementing the carbon financing framework. The output will thereby contribute to addressing issues such as the escalating costs of infrastructure development and maintenance which is exacerbated by recurrent climate impacts. Moreover, the project will enhance accountability and transparency in the use of climate finance, and thereby contribute to increasing the amount of funds reaching the intended beneficiaries on the ground. Addressing these issues to improve access to, and the transparent and accountable utilization of, CC and ENRM financial resources is crucial for the GoM's ability to effectively operationalise its policy and institutional frameworks for CC and ENRM. The gaps and needs related to sustainable financing, governance, and Monitoring, Evaluation, and Learning (MEL) are further elaborated in Section I.3. The proposed interventions under Output 3 are shown in Table 3 below.

Table 3. Proposed Interventions under Output 3.

Activity	Sub-activity	Implementing partner
Activity 3.1 Implement digital solutions to improve access to funding through the National Climate Change Fund, focussing on transparency.	Sub-activity 3.1.1. Develop a website for the National Climate Change Fund, including an online system for stakeholders to access information.	• EAD • MoNRCC • DoCC
	Sub-activity 3.1.2. Develop an online portal for National Climate Change Fund proposal application for funding.	• EAD • MoNRCCC • DoCC
Activity 3.2. Identify gaps and opportunities for operationalisation of the carbon trading framework and support the implementation of the National Framework on Article 6 of Paris Agreement by establishing an Article 6 Office for carbon trading.	Sub-activity 3.2.1. Conduct a review of the gaps and opportunities in main sources of finance considered in the namely government, development partners, civil society, private sector and carbon trading.	• UNDP/EAD • MoNRCC • DoCC
	Sub-activity 3.2.2. Conduct an evaluation of the public–private financing strategy for climate change adaptation.	• EAD • MoNRCC • DoCC • NSTC/UNIVERSITIES
	Sub-activity 3.2.3. Based on results of gap analysis, support financial institutions to develop microfinance products supporting environmental and climate change projects.	• MUBAS • MIM • EAD • Relevant MDAs
	Sub-activity 3.2.4. Develop a monitoring mechanism for sharing of proceeds from carbon trading and for the implementation of Carbon Trading Framework.	• EP&D • DTI • EAD/DoCC
	Sub-activity 3.2.5. Develop TORs for non-established positions within Article 6 Office, including an advisor on carbon trading.	• EAD
	Sub-activity 3.2.6. Support the development of the carbon trading registry.	• EAD • DTI • EP&D
	Sub-activity 3.2.7. Conduct capacity building for carbon trading, focussing on members of parliament and high-level officials, as well as the private sector.	• EAD • DTI • MoF • AEJ
Activity 3.3. Support DoDMA and MoNR to strategically position the GoM to access L&D finance	Sub-activity 3.3.1. Support EAD and DoDMA to jointly develop L&D strategy that is integrated with the DRM strategy, focussing on systems to access finance, guidance for operationalisation of the system and M&E of L&D initiatives.	• EAD • DoDMA
Activity 3.4. Build institutional and technical capacity of GoM stakeholders to improve access to climate finance	Sub-activity 3.4.1. Establish a vertical fund task team to manage development of proposals, including NPC, EP&D, MoNR, MoA, MoE, as well as representatives from NGOs/CSOs.	• EAD • NPC, EP&D, MoNRCC, MoA, MoE, as well as representatives from NGOs/CSOs

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from vertical climate funds and other multilateral funding sources.	Sub-activity 3.4.2. Design and deliver a technical capacity building session for vertical fund task team on GEF, AF and GCF programming and project development.	• EAD • NPC, EP&D, MoNR, FAO, UNDP
	Sub-activity 3.4.3. Strengthen capacity of relevant stakeholders for participation in international treaties and for securing climate finance by offering specialised trainings and resources for negotiation.	• EAD/DoCC/DODMA • MoNRCC
	Sub-activity 3.4.4. Conduct working sessions involving the vertical fund task team to develop a pre-concept project idea for submission to GEF or GCF.	• EAD • NPC, EP&D, MoNRCC, FAO,
	Sub-activity 3.4.5 Conduct an evaluation of potential entry points for private sector investment in a project focussed on waste management.	• MUBAS • CITY COUNCILS • EAD • EPA

2. Resources Required to Achieve the Expected Results

To achieve the expected results of the project, resources will be required from different sources, both in terms of human and financial capital. This will be dependent on GoM participation, the direct and indirect involvement of development partners and donors, support of NGOs/CSOs, and buy-in from the private sector. UNDP will provide the funding from core local funds and support GOM implementation of the activities with wider engagement of national stakeholders. It is assumed that dedicated staff from UNDP will be provided including the project manager, finance and administrative staff. Other activities on the programme will be implemented by consultants. UNDP CO will provide quality assurance and operational support with respect to procurement, recruitment, as required. UNDP CO has committed USD 2.5 million for 5 years. Further funding will be leveraged through participating partners including Development Partners identified during initial stakeholder consultations. To implement the project, dedicated personnel will be appointed, including a project manager and project staff, and a finance and administrative associate (see Section IV. Project Management for detail).

3. Partnerships

To support the implementation of the project, partnerships will be established between UNDP and GoM stakeholders as identified during the stakeholder consultations. The new project will leverage partnerships established under the NCRP, including those with key MDAs including MoNRCC (EAD, DODMA, MoF (EP&D), National Planning Commission (NPC), Environmental Protection Agency (MEPA), and National Commission for Science and Technology. Several UN agencies will also be involved, including FAO, WB, and IUCN, as well as Bilateral Development partners such as JICA, USAID, FCDO, the Embassy of Iceland, the EU, etc.). The proposed project Activities will be allocated to partners as indicated in the Tables in Section III.1.1 above. Local partners will be identified under each output as needed.

Specific activities that will foster the establishment of partnerships between stakeholders will include: i) Activity 1.2. which will include the establishment of an independent participatory CC and ENRM dialogue forum, targeting stakeholders at all levels (including national and district-level officials, NGOs, private sector, and GoM MDAs); ii) Activity 1.2. which will include partnerships with advocacy institutions such as the National Initiative for Civic Education (NICE), focusing on development and dissemination of information on all areas related to CC and ENRM (including waste management). Under this activity, a symposium will also be held during Climate Change week to raise awareness among stakeholders of national-level mandates and policies, and pertinent issues related to enforcement and policy implementation. This symposium will present additional opportunities for new partnerships and dialogue between stakeholders at all levels. Under Activity 2.1, collaboration will be fostered through the establishment of a data sharing agreement to improve the flow of information between development partners, donors and GoM stakeholders, such as the Malawi's NSO, building on existing collaboration between FAO and IUCN on digitisation of M&E. Under Activity 2.3, the project will enable partnerships with opinion leaders and journalists in the media (through the Association of Environmental Journalists (AEJ)) for the dissemination of CC and ENRM information to stakeholders at all levels. Finally, under Activity 3.4, the project will establish potential partnerships beyond the national context by strengthening the capacity of relevant stakeholders for participation in international treaties. Throughout the project implementation period, UNDP will facilitate dialogue between stakeholders and enable collaboration through *inter alia* trainings, formal partnership agreements and dialogue fora.

4. Stakeholder Engagement

NCRP2 will involve mostly policy-level interventions that will ultimately have broader society-wide benefits for Malawi. Therefore, the indirect beneficiaries of the project will be the country's entire population, particularly communities

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who depend on natural resource-based livelihoods and increasingly experience the impacts of climate change. Direct benefits will be conferred to stakeholders at different levels, including GoM MDAs, NGOs and CSOs, and the private sector. These stakeholders will benefit from capacity building interventions and the establishment of or strengthening of coordination structures for CC and ENRM. Other direct beneficiaries will include training and support for prospective environmental journalists, and champions for environmental sustainability and social wellbeing. Given that coordination is at the centre of the project strategy, stakeholder engagement will be encouraged throughout the implementation period. The Project will work closely with other development partners through the identified Outputs/Work Package areas or main activities. Several stakeholders from the NCRP are still relevant as identified in Table 44 below. Local stakeholders especially at the National and District levels will be engaged. As most of the outputs are at policy level, all relevant MDAs will be consulted. Activities at District level implemented with local partners including Development partners playing a similar role.

Table 44. Stakeholders that will be potentially relevant to the Project.

Stakeholder/institution	
Government of Malawi/National institutions	NGOs/CSOs
Ministry of Natural Resources and Climate Change (MoNRCC)	Leadership for Environment and Development (LEAD)
Environmental Affairs Department (EAD)	Total Land Care
Ministry of Agriculture (MoA)	Action Aid
Ministry of Water and Sanitation (MoWS)	Centre for Environmental Policy and Advocacy
Ministry of Finance (MoF)	Farmers Union of Malawi
Ministry of Local Government and Rural Development	Oxfam
Department of Climate Change and Meteorological Services	CARE
Department of Fisheries	Farm Radio Trust
Department of Forestry	Association of Environmental Journalists (AEJ)
Department of Disaster Management Affairs (DoDMA)	Private sector and micro-financing institutions
District Councils	Small and Medium Enterprises Development Institute
Chamber of Commerce and Industry	Malawi Union of Savings and Credit Cooperative
Department of Economic Planning and Development (EP&D)	
National Planning Commission (NPC)	Research institutions
Department of Irrigation	National Commission for Science and Technology
Department of Land Resources and Conservation	Forestry Research Institute of Malawi (FRIM)
Parliamentary Committee on Climate Change	Higher Education Institutional Network on Climate Change
Environmental Protection Authority (MEPA)	Other
National Water Resources Authority	NDC coordinator
	National Youth Network on Climate Change
Development partners and donors	
Foreign, Commonwealth and Development Office (UK)	World Food Programme (WFP)
European Union	UNICEF
Embassy of Iceland	USAID
Flanders Government	Embassy of Japan
Government of Norway	IUCN
Government of South Korea	UNCDF
Food and Agriculture Organisation (FAO)	

Stakeholders will be actively involved in the different Outputs of the project. Under Output 1, key high-level stakeholders will be involved, including EAD, EP&D, NPC. Stakeholders outside the government, such as NGOs and CSOs, will also be involved in the activities under Output 1, as they are directly affected by limited coordination in the sector. Under Output 2, stakeholders involved will also include EAD, EP&D and NPC, as well as research institutions, NGOs/CSOs and UN agencies and donor partners. Output 3 will involve several high-level stakeholders, including EAD, MoF, DoCC, DoDMA and NPC. Beyond GoM MDAs, the Output will be implemented in collaboration with development partners and donors. Interventions focused on waste management will be implemented in collaboration with MDAs active in that sector. This will include the Ministry of Local Government as well as individual city councils. The project logic framework (indicators, means of verification, assumptions) will be periodically reviewed with the participating stakeholders to ensure that the project meets all the necessary design criteria as per the UNDP evaluation criteria. The final evaluations will thus assess the relevant indicators as developed in the Results Framework.

5. South-South and Triangular Cooperation (SSC/TrC)

The NCRP2 project will build on the work done by NCRP1 in fostering collaboration between Malawi and its regional neighbours, including on monitoring resilience and using the information generated to quantify the benefits from CC and ENRM investments. Under NCRP2, existing cooperation will be leveraged to enhance the project's overall results. This will include coordination and collaboration with other regional UNDP Country Offices and leveraging technical

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assistance from UNDP's finance service hub and resilience hub in Nairobi. UNDP's resources will be actively utilised throughout implementation. SSC/TrC will also be fostered through activities under Output 3, which will include strengthening Malawi's capacity for negotiations for climate finance at international climate change and environmental fora such as COP28. To this end, the GoM will work with regional entities and organisations to promote the Africa's position in climate negotiations. This will include progressive platforms at regional level, including leveraging UNDP Malawi's role on the LDC team.

6. Digital Solutions[32]

In addressing climate change and natural resource management, the project will continue UNDP's focus on transition to digital solutions. To this end, digital solutions rolled out under the project will be selected and implemented in line with UNDP's Digital Strategy (2022–2025)[33]. Specifically, this will include: i) mainstreaming human rights-based, inclusive and gender-sensitive approaches into digital solutions implemented under the project; ii) ensuring that interventions are in line with global standards and frameworks that protect the rights of people; and iii) leveraging strategic partnerships to catalyse inclusive approaches to digital development. The project will support the use of digital solutions for effective and efficient data collection and management, and the dissemination of information to stakeholders. Digital solutions under the proposed project will include support for the government-wide Monitoring and Evaluation (M&E) system that is being developed. The project will collaborate with stakeholders like UNCDF and the department of economic planning and development, who are already involved in digitization efforts. While traditional dissemination channels like newspapers, radio, and TV will remain important, a significant emphasis will be placed on digital platforms to extend reach and engagement. The digital approach will facilitate the accurate tracking of project impacts and outcomes, ensuring adaptive management and accountability. The project will produce a variety of knowledge products, including *inter alia* publications, databases, and social media outputs. A dedicated website and web portal for the National Climate Change Fund (NCCF) will be developed to ease access to funding, enabling stakeholders to apply for support and manage related affairs online. The project's digital strategy will aim to broaden its impact while ensuring that the knowledge and lessons learned are widely accessible, promoting best practices and fostering a culture of innovation and continuous learning among partners and beneficiaries alike.

Digital solutions will also be deployed in addressing issues of enforcement of policies focussed on CC and ENRM, including the use of drones for monitoring purposes. Digital solutions will also be deployed in waste management. The project will be strongly focussed on youth learning and training on the use of new technologies, specifically through Unibody University Centre and Malawi University of Business and Technology. These institutions will be involved in stimulating innovation in the fields of CC and ENRM.

7. Knowledge management

NCRP2 will build on the legacy of the work done under NCRP1, which included several pilots at small scale focussed on knowledge management. While these interventions were successful, their visibility remains limited, and there remains a need to enhance awareness on their successes. The performance of the NCRP2 project will be assessed continuously throughout its implementation period. This will include systematic monitoring and evaluation (M&E) activities, emphasizing the assessment of performance and the impacts generated. Wherever possible, qualitative indicators will be used to evaluate the progress of processes and the success of interventions. M&E efforts will facilitate the creation of knowledge products that detail the program's objectives, achievements, and impacts at local, regional, and international levels. Beyond the monitoring and evaluation of specific project activities, the project has been designed with a strong focus on monitoring, evaluation and learning (MEL) on a broader level. This will include a focus on evidence-based research to inform policy implementation, and how improved monitoring an evaluation of projects can contribute to systemic impact in terms of CC and ENRM. NCRP2 is a national-level project that will set the standard for other projects in the country. Therefore, visibility and awareness of its interventions will be crucial in its ultimate role in enhancing the success of future projects. To this end, NCRP2 will include an improved online presence and will be intentionally visible online. The project will establish and execute a comprehensive visibility strategy, utilizing both print and electronic media channels. This strategy will include the dissemination of progress and impact reports through various formats, such as policy briefs, posters, calendars, books, booklets, brochures, and leaflets, to ensure broad and effective communication of its outcomes and successes. Wherever possible, digital solutions will be used to disseminate information.

[32] *Please see the Guideline "Embedding Digital in Project Design".*
[33] UNDP. 2022. Digital Strategy. Available here.

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8. Sustainability and Scaling Up

The project has been developed with a specific focus on enhancing sustainability and upscaling of CC and ENRM projects in Malawi. The lack of implementing CC and ENRM interventions at scale has been identified as one of the key factors contributing to the limited progress on the implementation of CC and ERNM policy and regulatory frameworks in the country. First, CC and ENRM governance will be strengthened, which will improve collaboration between stakeholders and enable them to link existing interventions. Second, enhanced MEL systems and systematic observation of CC and ENRM interventions will ensure their long-term sustainability and will generate the required information and inputs to enable upscaling. Finally, the project will build on the successes of the predecessor NCRP project, specifically tools developed for tracking of climate finance. To unlock finance for upscaling, stakeholders will also have improved access to funding from the National Climate Change Fund (NCCF). By providing training to relevant stakeholders[34] on how to access these funds, there will be more capacity within the GoM to access limited financial resources, which is one of the key limitations to upscaling.

The sustainability of the project will further be improved by supporting the private sector's involvement in the CC and adaptation space. Upscaling will be fostered through support for more studies on CC and ENRM issues to establish clear baselines from which future projects can be launched. Upscaling under NCRP2 will be strongly focussed on waste management. In this sector, the project will provide specific support for upscaling of mitigation interventions with adaptation co-benefits. The waste management provides great potential to do this, as it is a growing sector that is linked to GHG emissions while also affecting vulnerability to the impacts of climate change (particularly floods that are exacerbated by, for example, improperly managed waste that clogs up waterways).

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

1. Cost Efficiency and Effectiveness

The Project has been designed to address the prevailing challenges related to CC and ENRM governance, M&E and sustainable finance. Therefore, it will not involve large capital investments such as construction of infrastructure, the procurement of large amounts of equipment or the restoration of large areas of land. Given that capacity strengthening, and policy-level interventions are relatively less cost-intensive than these capital investments, as well as no or low-regret investment options in a country's adaptive capacity, the project will utilise UNDP resources in the most efficient and effective way possible. Moreover, the project will pool resources from ongoing and planned initiatives and will leverage resources provided by development partners and donors. Throughout the implementation of the project, cost effectiveness and efficiency will be a key concern, and proactive risk management methodologies will be used for early detection of potential financial irregularities (including spot checks that will be done quarterly). Joint monitoring of project interventions will be encouraged and, where possible, meetings for the Project will be combined with other similar initiatives to build on these structures and to avoid stakeholder fatigue. Finally, any knowledge products generated by the project (including diagnostic and baseline studies) will be shared with relevant partners to avoid duplication.

Beyond the cost efficiency and effectiveness of the project interventions themselves, the project will contribute to the broader goal of maximising available funding for CC and ENRM in Malawi, and unlocking new sources of funding for projects and initiatives in the country. Therefore, cost efficiency and effectiveness are at the centre of the project strategy and the project will contribute to the effective and efficient use of climate and ENRM finance in the future.

2. Project Management

The project will be implemented in accordance with UNDP's new Country Programme Document (CPD) for 2024-2028, and the specifications contained in the Independent Country Programme Evaluation (ICPE) conducted in 2023. The project will be executed using a mix of UNDP's 'Support to National Implementation Modality' and 'Direct Implementation Modality'.

The project will be anchored in the Environmental Affairs Department (EAD) who will have the overall responsibility for coordinating the execution of the project and will serve as its focal point. EAD will also execute specific interventions (as detailed in Section II. 1). A PMU will be appointed to support the implementation of the project, spearheaded by EAD who will collaborate closely with other project partners, including Department of Forestry, National Planning Commission (NPC), Ministry of Finance (MoF) and Department of Economic Planning and Development (EP&D). The

[34] The Vertical Fund Task Team established under Activity 3.4

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PMU will include dedicated personnel who are knowledgeable in the areas under each Output, including waste management, MEL, climate change and climate finance.

The National Steering Committee on Climate Change will serve as the Project Steering Committee (also known as the Project Board), and will provide overall coordination, guidance and oversight of project activities, in line with UNDP's Results-Based Management (RBM) approach. EAD will closely collaborate with UNDP to ensure that project resources are effectively managed and utilised according to UNDP policies and regulations. The management of allocated funds, procurement and recruitment will be undertaken by the Project Management Team, according to UNDP's financial rules and regulations and in alignment with the CPD workplan for 2024–2028. Procurement will be the responsibility of UNDP Malawi Procurement Unit, focussing as far as possible on local suppliers. Mandates of the institutions involved in each project Output and Activity under the project's three Pillars will be as follows:

Pillar 1: Governance and coordination

- **Activity 1.1:** Under this activity, the main stakeholder will be the MoNRCC, through EAD, with consideration of the DoCC. Support for the review of the policy should be sought from the Ministry of Gender, to ensure the identification of entry points for gender and social inclusion (GESI).
- **Activity 1.2:** The dialogue forum will be coordinated by EAD and MoNRCC. However, the capacity building, advocacy and knowledge information sharing will be implemented by institutions such as LEAD, NICE, NPC and academic institutions. Higher Education Institutions (HEI) and organisations such as the Association of Environmental Journalists (AEJ) should also be involved to ensure a balanced representation, as well as to improve transparency.
- **Activity 1.3.** Most of these activities pertaining to NDCs are within the MoNRCC but mandated to EAD.
- **Activity 1.4.** In the area of waste management, the involvement of the City Council and Local Government will be key. Other cross cutting issues including diagnostic studies, development/review of guidelines, frameworks etc. will involve many organizations, ranging from academic institutions, NSCTC, and EP&D.
- **Activity 1.5:** This activity mostly covers the mining sector. Hence the Department of Mines, Geological Surveys and universities will play a central role.

Pillar 2: Monitoring, evaluation and learning

- **Activity 2.1:** EP&D and the NPC will play a bigger role in aligning the M&E at the national level. However, EAD will play the bigger role in the mainstreaming of CC. On the other hand, capacity building could be implemented by academic institutions or an NSO especially on the development of the relevant indicators. Stakeholders recommended the inclusion of the National Local Government Finance Committee as part of the M&E activities under Pillar 2.
- **Activity 2.2:** The information on digital solutions will be coordinated within the whole MoNRCC with the involvement of EAD and DODMA. Capacity building would also involve ED, NPC, while research could be coordinated through NSTC and academic institutions. The inclusion of NGOs such as the Association of Environmental Journalists (AEJ) should also be considered as they are well placed to provide input on effective digital solutions for knowledge dissemination and will be closely involved in reporting on any issues related to insufficient compliance.
- **Activity 2.3:** Promotion of behaviour change in CC and ENRM will be coordinated through EAD but other players will be involved including Ministry of Information and Civic Education, NGOS, CSOs e.g. LEAD, NICE, among others. The AEJ should also be included under this activity. The MoE will be very important during the mainstreaming of CC and ENRM into school curricula.

Pillar 3: Sustainable, innovative financing

- **Activity 3.1:** The major stakeholder for finance will be EAD. However, DoCC and the Ministry (MoNRCC) may play a role.
- **Activity 3.2:** In terms of operationalizing the carbon trading, EAD will be the leading entity. However, other MDAs that should be consulted will include the MoF, DoCC and MoNRC. Additionally, support for micro-financing will require the involvement of FIs, MUBA, MIM, and other similar organizations. HEIs should also be included, as well as AEJ as their involvement in carbon trading will improve transparency and dissemination of information.
- **Activity 3.3:** Under the Loss and Damage (L&D), the major players are EAD and DODMA. The MoF should also be consulted to ensure alignment with broader GoM budgeting and objectives.
- **Activity 3.4:** Access to climate fund will be coordinated by EAD but other players or relevant MDAs, NGOs, CSOs, will also be involved. In addition, NPC, EP&D and international organizations with relevant experience e.g FAO, IUCN) will also be consulted.

V. RESULTS FRAMEWORK[35]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

UNSDCF Outcome 4 (SP4): By 2028, more people, especially the most vulnerable, including women and youth, are resilient to climate change and shocks, benefit from and have access to better-managed waste, ecosystems, and natural resources, including clean and affordable energy.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

- Indicator 3.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies.
  - Baseline (2022): 54%
  - Target (2028): 65%
- Indicator 3.2. Renewable energy share in the total final energy consumption
  - Baseline (2023): 6%
  - Target (2028): 12%

Applicable Output(s) from the UNDP Strategic Plan:

- Signature Solution 3: Resilience
  - 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels
- Signature Solution 4: Environment
  - 4.2 Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions
- Signature Solution 5: Energy
  - 5.2 Transition to renewable energy accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery

Project title and Quantum Project Number:

- National Climate Resilience Project 2.0 (NCRP2)
- Quantum Project Number: XX

PILLARS	EXPECTED OUTPUTS	OUTPUT INDICATORS[36]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Pillar 1: Governance and coordination	**Output 1** Enhanced governance and collaboration for	***1.1.*** *Completion rate of Climate Change Bill draft*	*Secretariat proceedings and documents*	*0*	*2024*	*0%*	*50%*	*75%*	*100%*	*100%*	*100%*	*Data collection method: The evaluation team will analyse the Dialogue Forum Secretariat proceedings, documents and drafts*

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

[36] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	implementation of CC and ENRM policies and legislative frameworks										*of the climate change bill draft to assess its maturity.* *The Dialogue Forum Secretariat will firstly need to create a maturity assessment guideline, which may include objectives, components, legal frameworks, mechanisms, governance structures, and institutional arrangements.* *Evaluation criteria may include specificity, alignment to other policies, feasibility, stakeholder engagement, legal and regulatory compliance, readiness.* *Risk: Bill quality assessment may require external input, resource constraints.*
		***1.2.2** Number of personnel trained in CC and ENRM governance (disaggregated by gender, affiliation) (technical committee/personnel, department/team and seniority level)*	*Attendance reports*	*0*	*2024*	0	30%	60%	100%	100%	*100%*	*Data Collection methods:* *Training session records and attendance reports submitted to Project Management team* *Risks:* *Staff turnover, low participation rates and inappropriate target audience.*
		***1.3** Completion rate of revised NDC*	*NDC assessment*	*0*	*2024*	25%	60%	100%	100%	100%	*100%*	*Data Collection Methods:* *NDC tracking system to monitor the progress of the 2026 NDC report.* *The responsible body for publishing the NDC may have a framework of NDC completion milestones, and need to include the new NDC tracking system information.* *Risks:* *Limited capacity to implement and use new NDC tracking system and*

											to create a completion framework for assessment
		1.4. *Number of governance documents produced and approved, disaggregated by type (e.g. plans, programmes, guidance documents, strategies, implementation plans) , theme (ENRM/ circular economy/ waste management), and level (regional, national, subnational)*	*Ministry's documents*	*0*	*2024*	1	2	4	5	5	*5*	*Data Collection Methods:* *Review of Ministry's documents, registered in a centralised repository maintained by the Project Management team. The documents should be retrieved by the project management team through engagement with participating stakeholders in this project's activity 1.3.* *Risks:* *Repository management and incomplete and inaccurate entries in the repository, weak relationship with stakeholders.*
		1.4.2. *Completion rate of national-level waste management strategy document, including cross-sectoral partnerships*	*Ministry's documents*	*0*	*2024*	*10%*	*50%*	*80%*	*100%*	*100%*	*100%*	*Data Collection Method:* *Document Analysis of the key national-level waste management strategy, assessing its scope, objectives, targets and implementation mechanisms. The relevant body must design or apply a framework or assessment tool to evaluate the document to ensure a systematic assessment.* *Risk:* *Limited capacity for the evaluation or for the development of analytical framework, which might require external resources (expert consultants), and resource constraints*
		1.5. *Number of updated policies and frameworks for integration of CC and ENRM considerations*	*Ministry's documents*	0	*2024*	2	6	12	18	20	*20*	*Data Collection Methods:* *Policy review from centralised Ministry repository*

												Risks: *Repository management and entries, Pulverization of responsibilities and limited coordination of the effort may turn data collection into a resource intensive activity*
Pillar 2: Monitoring, evaluation and learning (MEL)	**Output 2** Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation and learning	***2.1** Number of CC and ENRM M&E measures developed and integrated into the government-wide monitoring and evaluation system, disaggregated by sector and type of measure.*	*Government documents*	*0*	*2024*	*0*	1	3	5	5	*5*	*Data Collection Methods:* *Policy review from centralised Ministry repository* *Risks:* *Repository management and entries, Pulverization of responsibilities and limited coordination of the effort may turn data collection into a resource intensive activity*
		***2.2** Completion rate of digital system designed and deployed.*	*MIS documents*	*0*	*2024*	0	10%	30%	80%	100%	*100%*	*Data Collection Methods:* *Reports from MIS. Completion rate assessment framework must be designed by Project team and stakeholders for Monitoring and Verification.* *Risks:* *incomplete solution documentation.*
		***2.2.8** Number of Knowledge Products developed under this project in partnership with Research Institutions*	*NSTC documents and drafts*	*0*	*2024*	0	0	0	50%	100%	*100%*	*Data Collection Methods:* *Stakeholders submit relevant Knowledge Products (policy briefs, research paper drafts, guidebooks, etc) that are relevant to CC and ENRM.* *Risks:* *Timeline of Knowledge Products (e.g. research papers) being*

												published might be beyond this project's lifespan.
		***2.3** Number of participants in trainings, disaggregated by gender, seniority level, media outlet and institution.*	*Training session reports*	*0*	*Y1*	*0*	*50*	*100*	*150*	*200*	*200*	*Data Collection Methods:* *Analysis of training attendance record* *Risks:* *Difficulties in disaggregating data, underrepresentation of certain demographic groups, and inconsistent training records*
Pillar 3: Sustainable, innovative finance	**Output 3. Improved enabling environment for sustainable innovative financing for climate resilience and ENRM**	***3.1** Number of digital solutions developed, disaggregated by type (website, repository, application forms, etc) and target audience*	*Ministry's documents (whoever will host the NCCF)*	*0*	*Y1*	0	1	3	3	3	*3*	*Data Collection Methods:* *Reports from MIS* *Risks:* *incomplete solution documentation*
		***3.2.1** Completion rate of operational implementation of the National Framework on Article 6 Office*	*Article 6 Office documents*	*0*	*2024*	0	15%	50%	85%	100%	*100%*	*Data Collection Methods:* *Analysis of Reports, progress updates, and documentation on the implementation of Article 6 Office* *Risk:* *Incomplete process-registering reports*
		***3.3** Completion rate of Loss and Damage (L&D) strategy document, including key components such as objectives, priorities, financing mechanisms, partnerships, M&E and implementation arrangements.*	*DoDMA documents*	*0*	*Y1*	20%	50%	100%	100%	100%	*100%*	*Data collection methods:* *Assesmnet of L&D Strategy document drafts, using either standardized assessment criteria or checklists to systematically evaluate the presence, quality, and coherence of each component of the L&D strategy document.* *The M&E team may need to establish this assessment or checklist, including qualitative criterias.* *Risks:*

												L&D expertise and capacity may need to be contracted, resource constraints
		***3.4** Number of project Idea Notes drafted and submitted. Disaggregated by theme, responsible stakeholder, identified suitable finance source and type, project size (in USD), sector and GESI integration*	*Project Idea Notes*	*0*	*2024*	0	1	3	5	5	*5*	*Data Collection Methods:* *Review of output update reports from the involved ministries on proposal submissions for climate funds.* *Risks:* *Pulverization of responsibilities might turn data collection into a coordination-heavy activity.*

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Set up indicator-specific M&E Assessment Grids	Multiple indicators (1.1, 1.4.2, 2.2, 2.3, 3.2.1, 3.3) require an assessment grid for progress monitoring. The assessment grid will lay the foundation of a systematic approach to monitoring the progress of each indicator.	Once off, at project start.	For Indicator 1.1 The Technical Committee will firstly create a completion rate assessment grid, which may include *inter alia* objectives, components, legal frameworks, mechanisms, governance structures, and institutional arrangements. Evaluation criteria may include specificity, alignment to other policies, feasibility, stakeholder engagement, legal and regulatory compliance, readiness. This assessment grid will guide the project management team monitoring of the progress of this indicator. For Indicator 1.4: Together with the Ministry, the Project Management team will design a completion rate framework and assessment grid to evaluate the document. This assessment grid will include all key components for the development For Indicator 2.2: Together with the MIS, the project team must develop an assessment grid to monitor the progress of the design and deployment of the Digital System. For indicator 3.2.1: Together with the relevant stakeholders, the Project Management team will design a completion rate assessment grid with the relevant milestones and elements for the implementation of the Article 6 Office. For indicator 3.3: The Project management team will design a completion rate assessment grid based on the L&D strategy document's main elements, including qualitative criteria.	Technical Committee	*n/a*

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track project's	Progress data against the results indicators in the Results Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management with the relevant stakeholders.	EAD, EP&D and the NPC	*n/a*
Analyse progress	Some indicators require a qualitative analysis by the project management team to assess progress. The analysis of the documentation will support assessing the achievement of the project's expected outcomes.	Quarterly	Indicator 1.1 The Climate Change bill draft must be reviewed against the benchmarks in the Assessment grid created at the beginning of the project. Indicator 1.4.2: Document Analysis of the key national-level waste management strategy, assessing its scope, objectives, targets and implementation mechanisms against the assessment at the start of the project. Indicator 2.2: The NDC draft will be analysed against the assessment grid previously developed for its completion rate by the Project management team. Indicator 2.3: Analysis of progress reports against assessment grid previously developed. Indicator 3.2.1: Reports, progress updates, and documentation on the implementation of the Article 6 Office will be analysed against the assessment grid by the Project Team. Indicator 3.3: The Assessment of L&D Strategy document drafts, using either standardized assessment criteria or checklists to systematically evaluate the presence, quality, and coherence of each component of the L&D strategy document will be carried out by the Project Management team.		

Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	EAD	*n/a*
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	EAD and EP&D	*n/a*
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	EAD	*n/a*
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	EAD and EP&D	*n/a*
Project Report	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 risk long with mitigation measures, and any evaluation or review reports prepared over the period. This may also include management decisions take under a adaptive project management approach.	Annually, and at the end of the project (final report)		EAD	*n/a*

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Evaluation Plan[37]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal evaluation	EAD;EP&D;NPC	• Signature Solution 3: Resilience • Signature Solution 4: Environment • Signature Solution 5: Energy 5.2 Transition to renewable energy accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery	**UNSDCF Outcome 4 (SP4):** By 2028, more people, especially the most vulnerable, including women and youth, are resilient to climate change and shocks, benefit from and have access to better-managed waste, ecosystems, and natural resources, including clean and affordable energy.	2028	Independent Consultant/Evaluator	USD 35,000 (UNDP TRAC resources)

[37] Optional, if needed

VII. MULTI-YEAR WORK PLAN [38][39]

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: Enhanced governance and collaboration for implementation of CC and ENRM policies and regulatory frameworks *Gender marker: 2*	Activity 1.1. Support the development of the Climate Change Act, including provision for mainstreaming of Gender and Social Inclusion (GESI).	20,000	50,000	50,000	30,000	20,000	EAD; DoCC	UNDP		170,000
	Activity 1.2. Improve CC and ENRM coordination mechanisms for MIP-1 Enabler 7.	50,000	60,000	60,000	60,000	50,000	EAD; NPC	UNDP		280,000
	Activity 1.3. Support the revision of the NDC and the development of a long-term strategy for implementation and monitoring.	10 000	30 000	30 000	35 000	30 000	EAD	UNDP		135,000
	Activity 1.4 Promote improved governance of waste management and circular economy initiatives, including entry points for GESI and provision for cross-sectoral collaborations.	55,000	80,000	60,000	70,000	65,000	EAD; EP&D; City Council	UNDP		330,000

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

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity 1.5. Support mainstreaming of CC and ENRM into the Mines and Minerals Act to minimise impact of mineral exploration and production, including Artisanal and Small-scale Mining (ASM).	30,000	40,000	40,000	40,000	30,000	EAD; MoM	UNDP		180,000
		Sub-Total for Output 1								**1,095,000**
Output 2: Enhanced systematic observation of CC and ENRM interventions for monitoring, evaluation and learning *Gender marker: 2*	Activity 2.1. Support the mainstreaming of CC into the government-wide M&E system developed by EPnD to enhance sustainability and effectiveness of CC and ENRM projects.	15,000	30,000	35,000	25,000	15,000	EP&D; NPC	UNDP		120,000
	Activity 2.2. Support the deployment of digital solutions to improve compliance with regulatory systems for CC and ENRM, including support for evidence-based research through institutions that already work on issues of CC.	75,000	80,000	85,000	95,000	85,000	EAD; DoDMA	UNDP		420,000
	Activity 2.3 Promote behaviour change in CC and ENRM through the development of measures for effective reporting of CC and ENRM issues in the media.	25,000	30,000	30,000	25,000	15,000	EAD; Ministry of Information and Civic Education	UNDP		125,000
		Sub-Total for Output 2								**665,000**
Output 3. Improved enabling environment for sustainable innovative financing	Activity 3.1 Implement digital solutions to improve access to funding through the National Climate Change Fund, focussing on transparency.	20,000	35,000	40,000	40,000	35,000	EAD; DoCC	UNDP		170,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
for climate resilience and ENRM *Gender marker: 2*	Activity 3.2. Identify gaps and opportunities for operationalisation of the carbon trading framework and support the implementation of the National Framework on Article 6 of Paris Agreement by establishing an Article 6 Office for carbon trading.	50,000	60,000	60,000	60,000	70,000	EAD	UNDP		300,000
	Activity 3.3. Support DoDMA and MoNR to strategically position the GoM to access L&D finance.	10,000	25,000	30,000	30,000	5,000	EAD; DoDMA	UNDP		100,000
	Activity 3.4. Build institutional and technical capacity of GoM stakeholders to improve access to climate finance from vertical climate funds and other multilateral funding sources.	30,000	40,000	45,000	45,000	40,000	EAD; NPC; EP&D	UNDP		200,000
		Sub-Total for Output 3								**770,000**
Output 4. Project Management *Gender marker: N/A*	Activity *4.1 Monitoring project activities, including defining targets for Results Framework indicator and measures.*	10,000	10,000	10,000	10,000	10,000	EAD; UNDP	UNDP		**50 000**
	Activity 4.2 Knowledge management (documentation of best practices and lessons learned)	10,000	15,000	15,000	15,000	15,000	UNDP CO	UNDP CO		**70 000**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity *4.3 Terminal evaluation*	-	-	-	-	35,000	UNDP CO	UNDP CO		**35,000**
	Activity *4.4* Project resources and equipment (furniture, laptops, vehicles, maintenance, etc.)	50,000	15,000	10,000	10,000	10 000	UNDP CO	UNDP CO		**90,000**
	Activity 4.5 *Project quality assurance (spot checks/audits/annual reviews)*	10,000	10,000	10,000	10,000	10,000	UNDP CO; External Consultants	UNDP CO		**50, 000**
	Activity 4.6 *Human resources (Project Manager, Finance and Admin, Interns)*	15,000	15,000	15,000	15,000	15,000	UNDP CO; EAD	UNDP CO		**75,000**
	Activity 4.7 Mainstreaming of gender and social inclusion across activities	20,000	20,000	20,000	20,000	20,000	UNDP CO; EAD	UNDP CO		**100,000**
		Sub-Total for Output 4								470,000
TOTAL										**3,000,000**

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GOVERNANCE AND MANAGEMENT ARRANGEMENTS

1. Overview

The executing partner for the project will be the Environmental Affairs Department (EAD) under the Ministry of Natural Resources and Climate Change (MoNRCC). EAD will have the overall responsibility for the execution of the project and will involve all other relevant stakeholders throughout the process. The National Steering Committee on Climate Change will serve as the Project Steering Committee (also known as the Project Board), and will provide overall coordination, guidance and oversight of project activities, in line with UNDP's Results-Based Management (RBM) approach. EAD will be responsible for efficient and effective implementation of project interventions, monitoring, and evaluation. EAD will collaborate and work closely with other project partners including Department of Forestry, the Ministry of Agriculture, Irrigation and Water Development— specifically the Department of Land Resources; Department of Irrigation; Department of Land Resources Conservation. At district level the project will be supervised by the Director of Planning and Development in close consultation with the Project Coordinators. EAD will closely collaborate with UNDP to ensure that project resources are effectively managed and utilised according to UNDP policies and regulations. UNDP will provide oversight and technical support for project execution to ensure that the project is being carried out in accordance with UNDP policies and procedures. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore will attend Project Board meetings as a non-voting member. A project team will be recruited for the day-to-day management of the project. The team will consist of:

- Project Coordinator - Director
- Project Manager
- Finance and Administration Associate - EAD
- Desk officers:
    - M&E specialist – M&E division of EP&D
    - Waste management specialist – Lilongwe City Council; District Councils
    - Climate finance – EAD; MoF

The project management team will be located at EAD and will also be responsible for coordinating with district stakeholders and coordination structures. The management of allocated funds, procurement and recruitment will be undertaken by the Project Management Team, according to UNDP's financial rules and regulations and in alignment with the CPD workplan for 2024-2028.

2. Audit arrangements

According to UNDP guidelines, if a project's annual expenses surpass US$ 100,000, it will undergo an annual audit. The outcomes of this audit will be shared with the Government of Malawi and other relevant parties. Implementing Partners (IPs) are expected to offer suitable responses to all recommendations from the audit. Furthermore, all action plans derived from the audit's recommendations and findings must be completed within the specified timeframe. UNDP maintains the authority to initiate HACT (Harmonized Approach to Cash Transfers) special audits whenever a detailed examination of financial integrity is needed. These audits will be carried out by an accredited private audit firm.

3. Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

4. Direct project services

Direct Project Services provided to government directly under Support to NIM: The UNDP Country Office will also deliver a pre-determined set of project-specific execution services at the request of the Government. These execution services will be charged to the project budget in accordance with the UNDP's Harmonized Conceptual Funding Framework and Cost Recovery Methodology.

Upon request by Government, UNDP may provide services in the following areas:

- Identification, assistance with and/or recruitment of long-term or short-term technical personnel in accordance with UNDP rules and regulations.
- Procurement of specific goods and services for the programme in cases where UNDP has a competitive advantage, e.g. import of specific goods or services from abroad. However, where possible, general procurement will be done

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using national procurement systems and procedures following key principles of competitiveness, accountability and transparency.
- Identification and facilitation of training activities.
- Providing relevant information and technical advice obtained through UN global information systems, UN Knowledge Networks, Regional Centres and other UNDP. Country Offices, e.g. rosters of consultants and providers of development services.

In case of specific Implementation Support Services (ISS), including recruitment, procurement and other administrative matters provided upon request, the costs of UNDP's support will be charged according to the UNDP corporate Universal Price List.

5. Project management

The National Steering Committee on Climate Change (NSCCC) will serve as the Project Steering Committee (PSC) and will provide overall policy guidance and oversight of project activities, in line with UNDP's Results-Based Management (RBM) approach. The NSCCC is already functional and has fulfilled a similar oversight role during the implementation of the predecessor NCRP project.

Steering Committee
The project SC will be responsible for the provision of general and strategic guidance during the implementation period. The committee is chaired by the Secretary to the Treasury in the Ministry of Finance, Department of Economic Planning and Development (EP&D). The secretariat is housed under the Ministry of Natural Resources and Energy. The SC will consist of Principal Secretaries of all ministries related to CC and ENRM, as well as development partners, representatives from academia, private sector and NGOs/CSOs. The SC will hold sessions on a quarter-monthly basis (once every four weeks), or upon the initiative of the Project Coordinator or the Chair of the SC.

Technical committee
The National Climate Change Technical Committee (NCCTC) will oversee the technical direction of the project (henceforth referred to as the Technical Committee (TC)), with overall responsibility for the project's monitoring, evaluation, and accountability. This includes ensuring the quality of these processes and products, leveraging evaluations for performance enhancement, accountability, and learning. The committee will also ensure the allocation of necessary resources, resolve any internal project conflicts, or negotiate solutions with external entities. The TC, chaired by the Department of Climate Change and Meteorological Services with the Environmental Affairs Department (EAD) acting as the secretariat, comprises directors from all ministries related to climate change. These ministries often delegate responsibilities to specific climate change focal points within their departments. The TC will convene quarterly but can hold ad hoc meetings as necessary. It will be supported by thematic expert working groups, such as the REDD+ Expert Working Group, Clean Development Mechanism (CDM), and Adaptation Expert Working Group.

The United Nations Development Programme (UNDP) and other partners represent the Senior Supplier role, providing guidance on the project's technical feasibility, financial support, and ensuring the responsible use of project resources. The Development Cooperation Group on Environment, Resilience, and Climate Change (DCERCC) will act as the primary interface with development partners, offering advice on multilateral and bilateral funding opportunities and technical expertise where possible. This will create a mechanism for bilateral donors to offer technical or other forms of support to the project. Senior Beneficiaries include institutions that are technical leads in specific areas. These include ministries and departments like MoF/EPD, Ministry of Energy, MoA and Ministry of Water and Sanitation (MoWS).

As noted above, the National Climate Change Steering Committee will meet quarterly or as initiated by the Programme Coordinator or the Steering Committee Chair. This committee collaborates with the Sector Working Group on environment, lands, and natural resources. This group serves as a platform for policy dialogue, negotiation, and agreement on environment, climate change, and natural resource issues among the government, development partners, civil society organizations (CSOs), and the private sector. It facilitates resource allocation towards a unified planning and management framework based on the Government of Malawi's (GoM) expenditure program and vision, fosters sector-wide collaboration to fulfil national and international commitments, and builds trust among stakeholders in the environment and natural resources management sector.

Project Support Team
The Project Support Team will consist of the following local staff:
- Programme Manager;
- Finance and administration assistant

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- Programme Analysis (UNDP)

Roles and responsibilities of Implementing Partners
The two key entities involved in project implementation will be UNDP Malawi and MoNRCC, through EAD. The key roles of these institutions are listed below.

UNDP Malawi:
- Facilitating the development of and tracking of annual work plans (AWPs)
- Disbursements of quarterly advances to implementing partners
- Ensuring accuracy of financial reporting, and review of advances to EAD.
- Ensuring overall quality control in project implementation, both in terms of technical and financial reporting requirements of all implementation partners.
- Providing technical assistance on project implementation
- Supporting in the mobilisation of financial resources
- Organising project audits

Environmental Affairs Department:

- Supporting the development of AWPs
- Ensuring alignment with the AWPs and overall coordination of the project activities
- Supervising any activities at sub-national level
- Appropriately using funds provided by UNDP in line with the approved budget and annual work plan
- Accurately accounting of ad reporting on project funds
- Monitoring the results of providing timely progress reports as indicated in the Results Framework

Project implementation will be supported by the following entities:
- Ministry of Climate Change and Natural Resources
- Department of Climate Change
- Ministry of Finance
- Department of Economic Planning and Development
- National Planning Commission
- Department of Science & Technology
- LEAD
- NICE
- MUST
- AEJ
- EPA
- City Councils/Local Government
- Malawi Institute of Education (Domasi)
- Dept of Mining
- Geological Surveys Dept
- University of Malawi (UNIMA)
- Higher Education Institutional Network on Climate Change
- National Youth Network on Climate Change
- FAO and other development partners
- National local government finance committee

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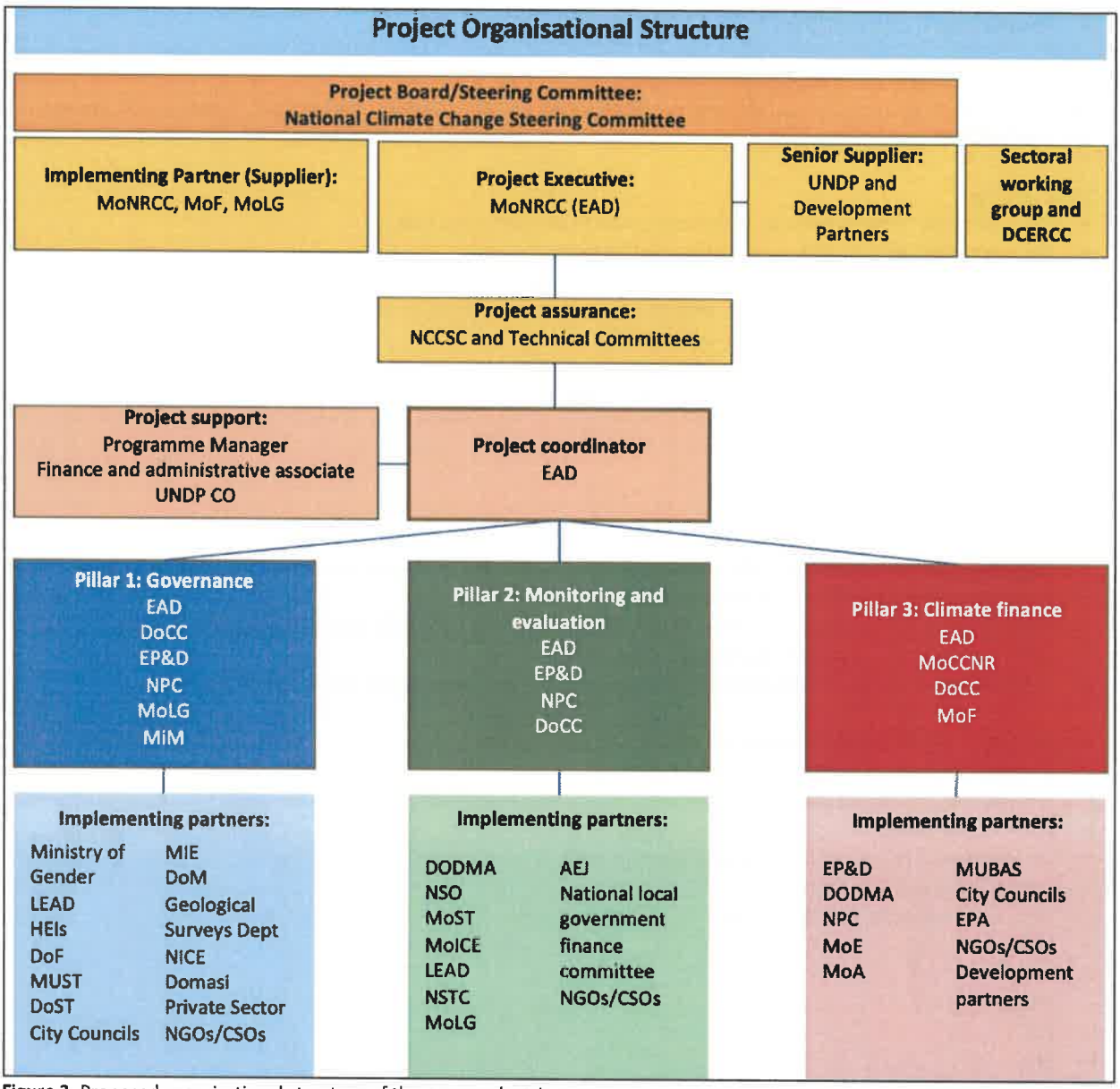


Figure 3. Proposed organisational structure of the proposed project.

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VIII. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)
This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

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

IX. RISK MANAGEMENT

*[NOTE: Please choose **one** of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

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][40] [UNDP funds received pursuant to the Project Document][41] 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).

[40] To be used where UNDP is the Implementing Partner
[41] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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

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

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

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

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

c. 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

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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

   (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.

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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.

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

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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 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.

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X. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here.

6. ~~**On-Granting Provisions Applicable to the Implementing Partner**[42]**.** On-granting clauses for non-UNDP Implementing Partners can be found here.~~

[42] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.