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PROJECT DOCUMENT
UNITED ARAB EMIRATES

Project Title: "Rethinking Development - Thought Leadership for a Green, Zero-Carbon Future"

Project Number: 00102434/00104501

Implementing Partner: DCCE (with UNDP Direct Support Services)

Start Date: 1 March 2017 End Date: 31 Dec. 2019 PAC Meeting date: _____

Brief Description

In high-income developing countries like UAE, UNDP focused in cooperation on providing policy advisory services to Governments and acts in turn as a conduit channelling the emerging innovations and experiences to the rest of the world. This includes a focus on translating global frameworks like the 2030 Agenda for Sustainable Development and the new Paris Climate Agreement into national and local strategies and actions. One of the ways UNDP has been most influential in this regard is through its support for thought leadership at the national level, including through the process of developing national and sub-national reports and related advocacy tools. This includes support to developing new indicators to track progress on achieving global and local goals, and supporting the emergence of new thinking and innovative solutions.

Through this project UNDP supports Dubai Carbon Centre of Excellence and local partners to develop annual sustainable development, Environment, Green Economy and Energy related Reports. This will help track and assess progress on Dubai's goal of emerging as a global hub for sustainable development and green economy, in addition to UAE's new ambitious targets as expressed in its Nationally Determined Contributions (NDC) to climate change for achieving a low-carbon economy. In particular, the project supports the role of Dubai Carbon Centre of Excellence (DCCE) in leading these reporting processes and, in the process, engaging thought leaders on local innovations to establish Dubai and UAE in the future as a sustainable, green, low-carbon economy. Thematic issues in focus will include: Sustainable Development Goals ("SDGs"), low-carbon urban transitions, renewable energy technologies, energy-water nexus, climate resilience in infrastructure investments, low-carbon trade opportunities, climate policy decision metrics, innovation in climate finance, clean energy mobility, women in energy, and waste-to-energy solutions.

The SDGs and Paris Climate Agreement highlight the need for bottom-up solutions that empower the role of national and sub-national actors, and that build on new levels of innovation emerging across the South. The ability of the world to achieve new green, low-carbon development pathways hinges on the way leaders in the emerging South, like UAE, translate global goals into local vision and action. The project will seize the opportunity of growing momentum for zero-carbon, green action, connecting public and private sectors, capacity development and research to meet the vision of the SDGs and the Paris Climate Agreement. The process of developing these reports will serve as a 'solution incubator' focused on innovative solutions for the unique needs of Dubai, as well as serving as a knowledge exchange process between public and private partners.

	Total resources required:	\$220,944
	Donor-DCCE:	\$220,944
	Government:	\$0
	In-Kind:	\$0
Unfunded:		\$0

signed by (signatures):

 United Nations Development Programme United Arab Emirates Resident Representative	Implementing Partner (Dubai Carbon Centre of Energy- DCCE)  Name & title: Ivano Ianelli, CEO of DCCE Date: 01/03/2017
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I. DEVELOPMENT CHALLENGE

2016 was a historic year for the green agenda, following the commencement of the SDGs and entry into force of the new Paris Climate Change Agreement. This was a main focus of the World Green Economy Summit hosted in 2016 by Dubai in partnership with UNDP, succeeding in convening public and private actors from around the world to explore innovative solutions to the world's sustainability challenges. Green, low-emission climate-resilient solutions can help create new high-tech sectors around sustainable use of energy and water and cleaner more sustainable cities, while at the same time reducing serious risks posed by climate change for food and water security. Beyond mere externalities to growth, such risks now bring serious challenges to the underlying pillars of the world economy. A green economy approach can bring multiple social, economic, and environmental benefits.

While the scale of the global challenge is known and new global agreements and policy frameworks such as the SDGs and the Paris Climate Agreement have entered into force, the world now turns from the 'what' and 'why' of the issue to the 'how' - the implementation agenda. These frameworks are unique in the universal nature of their country membership, but also by their reliance on bottom-up solutions and actions by countries. This includes growing attention to both the role of sub-national entities including cities as the frontline of the climate challenge and opportunity, and the role of emerging economies as partners for a green, low-carbon economy. Dubai stands as the forefront in both senses.

Already a global hub for the private sector, finance and investment, Dubai also seeks to emerge as a global leader in innovation, green solutions and as a sustainable city of the future. Cities like Dubai stand on the frontline of the challenges and opportunities to develop green, low-carbon models of development. Worldwide, 80% of carbon emissions are influenced by patterns of energy generation and consumption in cities, while coastal cities are likewise on the frontlines of many climate risks and adaptation opportunities. The story of Dubai in forging ahead on the SDG and Paris Climate Change agendas in coming years can be an important repository of lessons and models of benefits to other cities around the world.

Efforts towards this goal are already underway. In 2012, UAE launched the Arab region's first Green Economy Strategy alongside the Dubai Green Economy Partnership and the Dubai Integrated Energy Strategy. New large-scale investments by public and private sectors are already underway to achieve the goals of these strategies in Dubai. Furthermore, in 2015 UAE became one of the first countries in the Arab region to submit its Nationally Determined Contribution (NDC) for the new Paris Climate Change Agreement, while also being one of the first countries in the region to ratify the new treaty in recent times. Its NDC sets a target of increasing the renewable energy contribution to the energy mix to 24% by 2021 relative to just 0.2% in 2014. This entails an ambitious transformation over the next few years and can set UAE as a pathbreaker in generating new innovative solutions in achieving the new Paris Climate Agreement.

Behind this positive set of actions is the vision of HH Sheikh Mohammed Bin Rashid Al Maktoum, Prime Minister of the UAE and Ruler of Dubai, to see Dubai emerge as a global leader on the road to sustainable development as well as green and low-carbon economy. Supporting this vision is the underlying premise of this project, helping generate new thought leadership and capturing innovative solutions that help Dubai and the UAE emerge in coming years as a leader on the green agenda and in achieving the SDGs.

II. STRATEGY

In recent years UNDP has partnered with the Dubai Supreme Council of Energy (DSCE) and the Dubai Electricity and Water Authority (DEWA) to help establish and develop the capacities of the Dubai Carbon Centre of Excellence ('DCCE). UNDP supported the emergence of this new entity, now a leading source of expertise in UAE on the green, low-carbon agenda. In recent years, this cooperation has included a focus on helping UAE develop the country's first series of projects under the Clean Development Mechanism (CDM), and in developing and publishing annual Dubai State of Green Economy and UAE State of Energy Reports. The current project seeks to extend such cooperation, and to renew the focus of such efforts towards generating new thought leadership on

innovative solutions to achieve the goals of the SDGs and the new Paris Climate Agreement in Dubai and the UAE. The Reports will help track progress on implementing Dubai's Green Economy Strategy, and will help assess and track progress in achieving the country's new ambitious targets for scaling up renewable energy and energy efficiency under the NDC.

This project will *create a space that fosters thought leadership and innovative solutions* to go beyond the status quo by engaging innovation leaders from various public and private institutions in Dubai and the UAE engaged in the sustainable development, green economy and climate change agendas. By representing a well-structured platform for a group of change-agents with diverse perspectives, the processes used for producing the Reports will help create a platform to share and scale-up practical solutions.

Aiming for a new future requires fundamentally new ways of thinking. The production of the reports on sustainable development, climate change, Environment and energy will help to influence the direction and pace of change towards more sustainable, green, zero-carbon pathways. It will involve students, researchers, innovators, entrepreneurs as well as private and government sector representatives to help reach the project's ambitious goal of generating new innovative thinking and solutions to the sustainability challenge. In connecting with global processes via the role of UNDP and sister-UN agencies, the projects will also help connect bottom-up solutions from Dubai with global platforms to share and exchange knowledge. The process will engage partnerships with various Governmental, private sector and multilateral entities including (but not limited to) the UAE Ministry of Environment and Climate Change, UAE Ministry of Energy, other federal and local Government entities, universities, UNDP, UNIDO, UNEP, IRENA, GGGI, etc.

The process around the development of the reports will serve as a *platform of global and local thought leaders* to share R&D outputs, tools, and replicable initiatives. The reports will be united in having one common theme: Innovation. The reports will seek to emerge as a source of original thinking based on good policy research and analysis on practical solutions to achieve a sustainable, green, low-carbon economy in Dubai and UAE in coming years. The aim will be to strike a balance between out-of-box thinking and local experiences to offer ideas that are both inspirations as well as practical. Complex emerging challenges and risks on issues like energy and water are putting great pressure on the existing development model in UAE as elsewhere in the world.

The Reports will employ evidence-driven methods such as 'foresighting', scenario-building and analysis of data to scan the horizon for future developments and risks, and to anticipate possible responses. The Reports will help harness local knowledge about what works and what doesn't in the Dubai and UAE setting, to derive practical solutions that can be prototyped and tested for potential scaling-up and replication. Content will range from innovative technologies to mind shifts in economic policy, connecting thoughts and helping to fundamentally rethink development policy and practice, behavior and lifestyles, and the way public and private entities operate. The reports will highlight the vision of new innovators setting the pace of change in Dubai and UAE, and will connect these insights and opportunities to global processes via the role of UNDP in the project.

In order to influence the policy space in the UAE generally and Dubai specifically, *analysis and advocacy need to be grounded in a strong evidence base derived from policy research, data from monitoring relevant indicators* and lessons learned from experience obtained through evaluations and other forms of assessment. The project will thus help develop a comprehensive set of indicators and indices to track trends in terms of greening the economy, achieving the SDGs¹ and the new Paris Climate Agreement. This approach is based on the understanding that thought leadership cannot rest solely on collecting and helping to share or transmit knowledge.

The project will therefore help expand the *means to measure trends and assess progress*. It will do so by promoting rigorous mechanisms for gathering, monitoring, analysing and disseminating data on green economy and low-carbon issues, and making data and analyses widely available through the annual reports and other advocacy and communication activities to expand

¹ The green pillars of the SDGs include SDG2 on Zero Hunger , SDG 3 on Good Health and Wellbeing , SDG4 on Quality Education , SDG 6 on water, SDG 7 on energy, SDG 11 on sustainable cities, SDG 12 on sustainable consumption, SDG 13 on climate action, SDG 14 on oceans and SDG 15 on land and ecosystems.

the knowledge of the report findings in UAE and beyond. This effort would build on UNDPs extensive experience in development indicators and monitoring under the Human Development Report process globally, and UNDP role as a leader in the UN development system for monitoring of global development goals. The project can help advance metrics and methodologies for improving the availability, quality and coverage of data and analysis to monitor and assess the related SDGs, green economy and low-carbon trends.

The project will also actively support the *connection between UAE and global mechanisms* and processes for dialogue and collective action, sharing the innovations and new thinking from the local context with other countries seeking to chart their course for progress under the SDGs and Paris Climate Agreement. Through the global role of UNDP, the project will be an important vehicle for encouraging and generating 'knowledge traffic' between Dubai, the UAE, and other countries, to inform debates on global agendas and frameworks, to facilitate internalisation of globally agreed goals locally and in the region, and to help build partnerships and coalitions to drive rethinking of development policies.

In undertaking these activities, the project also helps achieve UNDPs Strategic Plan 2014-2017 which calls on UNDP to be a knowledge and innovation driven agent for change, and to harness knowledge, solutions and expertise for goals of sustainable development. This project builds on UNDP's role as a knowledge broker, builder of capacities and facilitator of exchanges driven by development partners in the South as a source of new development solutions.

Project Outputs:

1) Reports themes, structure, content and indicators designed and defined. The project team will lead various preparatory activities in support of the reports. This will include the selection of reports theme for the year, development of overall structures and layouts for the reports, based on the goal of alignment with emerging issues from the new SDG and Paris Climate Agreement frameworks and related national and local strategies in UAE and Dubai. This will be undertaken through consultations and roundtables with Government, civil society, academia and private sector partners. International organizations like UNDP, UNEP, UNIDO, IRENA, GGGI will be engaged in the process and secured as strategic partners to the reports. The projects team will official invite institutional partners, lead authors and contributors to the reports with a focus on engaging lead innovators and agents of change to shape new out-of-box development thinking on green, low-carbon solutions. An important feature of this preparatory process will be the indicator design and data collection process, building on international standards including those utilized by UNDP and other UN entities. This process is to be followed by a project board meeting to finalize the decision on the above.

2) Sustainable Development, Energy and Environment reports/publications produced and Issued: Based on the final structure for the reports content, indicators sets and institutional partnerships, the project team will work with invited lead authors and chapter contributors to complete draft submissions each year, with focus on engaging new thought leadership from innovators and agents of change towards reaching the goals of the Dubai Green Economy Strategy and the green pillars of the SDGs such as SDG2 on Zero Hunger , SDG 3 on Good Health and Wellbeing , SDG4 on Quality Education ,SDG 6 on water, SDG 7 on energy, SDG 11 on sustainable cities, SDG 12 on sustainable consumption, SDG 13 on climate action, SDG 14 on land and ecosystems and SDG 15 on ecosystems. This will include completion of data collection for entry into the indicator set so as to track year-on-year trends and change patterns. The project team will provide draft report submissions and indicators data sets will be provided for review by UNDP and other external reviewers. The report will undergo final editorial processed each year prior to report launches, along with high-visibility launch and communication activities including events and social media processes.

III. RESULTS AND PARTNERSHIPS

Expected Results

under the NDC and the Paris Climate Agreement. These reports will also serve to be an effective means to track progress through rigorous indicators and means of assessment. The process used for production of the reports will serve as a platform for knowledge-based partnerships between public and private leaders in UAE and with global entities like UNDP and sister-UN agencies.

Resources Required to Achieve the Expected Results

Given the focused nature of the project outputs and expected results, a team of dedicated advisors for producing the reports will be at the core of project inputs. DCCE have committed \$220,944 as third party cost-sharing to UNDP in this regard, to ensure committed talent is brought on board for the duration of the project (2017-2019). A share of this will also be dedicated to high profile communication activities. The project also benefits from support of the UNDP Regional Hub for Arab States with cost recovery of advisory services within the project.

Partnerships

The project will mobilize partnerships with other Government and UN agencies active on the SDGs, green economy and climate change themes, including IRENA, UNEP, UNIDO, as well as think tanks and institutions like GGGI. The project will also place top priority on the role of private partnerships, building on Dubai's and UAE's position as a global hub for private sector and finance. In the UAE, UNDP has been a long-standing partner on issues of climate change, energy and the green economy, supporting emergence of the Dubai Carbon Centre of Excellence, launching UAEs first series of Clean Development Mechanism (CDM) projects and supporting development of previous editions of Dubai State of the Green Economy and UAE State of Energy reports.

Risks and Assumptions

No significant risks exist that can threaten the achievement of results. Finding well-positioned and qualified candidates for leading the initiative and achieving its ambitious results will be critical.

Stakeholder Engagement

The projects will identify key stakeholders in UAE to serve as thought leaders to contribute to the reports, building on networks established for previous years' editions, but going beyond them to ensure innovative new thinking and solutions that engage the new platforms of the SDGs and the Paris Climate Agreement.

South-South and Triangular Cooperation (SSC/TrC)

The project does not have a major focus on south-south cooperation, but the reports produced will serve as important reference and inspiration for sister cities across the South and other emerging economies on ways to achieve goals of green, low-carbon, climate-resilient models of development.

Knowledge

As elaborated in detail above, the core activity of the project is to help broaden a knowledge base and new thought leadership in support of Dubai and UAE to emerge as a global and regional hub for green, low-carbon solutions and achieve the goals of the SDGs and the Paris Climate Agreement. This will build on the successful editions of the reports from prior years and also include a series of communication activities under the project to ensure strong visibility of the project results and report findings.

Sustainability and Scaling Up

The project commences with a strong base of support from Dubai, and builds on cooperation between UNDP and local partners in recent years, as further noted above. Long term sustainability depends on success of the projects team in generating partnerships and scaled up resources for taking project results forward after end of the project lifetime.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Given the modest nature of project outputs and results, a small team of advisors will be at the core of the project inputs. To ensure high quality committed talent is brought on board and that all activities of the project are implemented efficiently and effectively throughout the project cycle, a significant share of the project resources will be allocated to ensuring effective staffing.

Project Management

This project will be implemented under National Implementation Modality (NIM) whereby DCCE, will serve as Implementing Partner with overall responsibility and oversight of project work plans and intended results, and with UNDP UAE Country Office providing implementation support services for activities under the project including procurement and recruitment activities where requested, as well advisory support services for review of Report drafts by UNDP Regional Hub for Arab States on cost recovery basis.

V. RESULTS FRAMEWORK²

Intended Outcome as stated in the Country Programme Results and Resource Framework: OUTCOME 2: Strengthened policy formulation and implementation capacity for greening human development									
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:									
Outcome 2:									
Indicator 1: Use of energy efficient practices; per capita greenhouse gas emissions and ecologic footprint									
Target: Increased adoption of energy efficient incentives and practices; reduced rate of growth of greenhouse gas emissions; and a lowered ecologic footprint overall									
Indicator 2: Degree to which environmental quality and targets are monitored and environmental policies, standards, laws and regulations are enforced.									
Target: Improved monitoring of environmental quality and enforcement of environmental laws across the country, especially related to air quality, groundwater, fisheries, mangroves, etc.									
Applicable Output(s) from the UNDP Strategic Plan: 1.4 climate change action 1.5 sustainable energy 5.2 climate risk management 7.5 south-south cooperation									
Project title and Atlas Project Number: "Rethinking Development - Thought Leadership for a Green, Zero-Carbon Future"									
EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	2017	2018	2019		FINAL
Output 1 Report themes selected, content and indicators defined and designed	- Consultations minutes and list of attendees' log	DCCE	N/A	2017	2	2	2		
	- Minutes of PB meetings	DCCE	N/A	2017	2	2	2		
	- Report related theme indicators list		N/A	2017	1	1	1		
Output 2 Sustainable Development, Energy and Environment reports produced	- Annual data collected for development of indicators	DCCE	N/A	2017	1	1	1		
	- Annual draft reports	DCCE	N/A	2017	2	2	2		
	- Log of comments and revisions by UNDP and changes made accordingly by DCCE	DCCE	N/A	2017	2	2	2		

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are

S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.³ 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.

VI. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		N/A
Monitor and Manage Risk	Specific risks that may threaten achievement of intended results have been identified in the Risk Log (annex). They will be monitored and risk management actions taken by using the risk log. This includes monitoring measures and plans that may be required as per UNDP's Social and Environmental Standards. Audits may be conducted in accordance with UNDP's audit policy to manage financial risk.	Annually	Risks are identified by project management and actions are taken to manage risk. The risk log will be actively maintained to keep track of identified risks and actions taken.		N/A
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.		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.		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		N/A

			and used to make course corrections.		
Project Report	<p>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 log with mitigation measures, and any evaluation reports prepared over the period.</p>	Annually, and at the end of the project (final report)			N/A
Project Review (Project Board)	<p>The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	Every six months	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		N/A

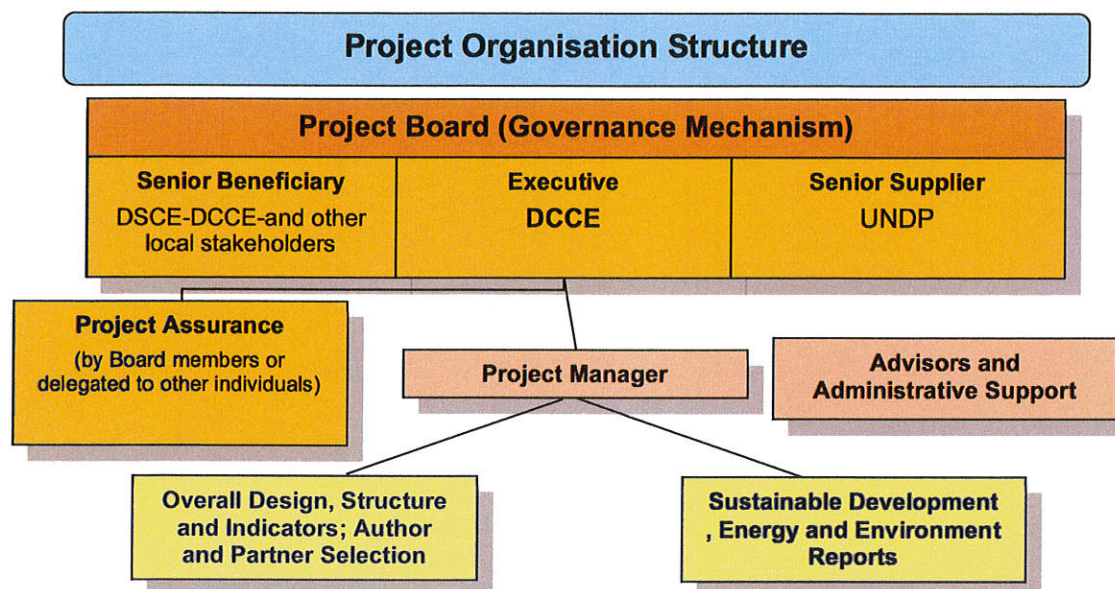
VII. MULTI-YEAR WORK PLAN (2017-2019)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET	
		2017	2018	2019		Funding Source	Budget Description
Output 1) Report Themes selected, content and indicators defined and designed	1.1 Activity) Selection of reports theme	x	x	x	DCCE	DCCE	Venue (in house) 0
	1.2. Activity) Engagement of institutional partners, lead authors and contributors to report process	x	x	x	DCCE	DCCE	30% consultant/ editor in Chief 54,000
	1.3 Activity) Design of structure of reports and development of indicators to track progress year-on-year	x	x	x		DCCE	20% consultant/ editor in Chief 35,540
	1.4. Recruitment process miscellaneous expenses	x	x	x	UNDP	DCCE	To be done internally by DCCE 0
Sub-Total for Output 1							
Output 2) Sustainable Development, Energy and Environment reports produced	2.1 Activity) Research data collection for development of indicators to track progress year-on-year	x	x	x	DCCE	DCCE	20% consultant/ editor in Chief 54,000
	2.2 Activity) Support the production of chapter contributions by authors and contributors and support to overall report analysis and findings	x	x	x	DCCE	DCCE	30% consultant/ editor in Chief 35,540
	2.3 Activity) Communication of report results	x	x	x	DCCE	DCCE	Internally done by DCCE 0
	2.4) Review of and suggested edits to draft report chapters	x	x	x	DCCE	DCCE	UNDP Regional advisory support for the reports per year 18,000
Sub-Total for Output 2							

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	Total									204,580
	General Management Support (8%)									16,366
TOTAL										220,944

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Execution Arrangements

These projects will be implemented under National Implementation Modality (NIM) whereby DCCE will serve as Implementing Partner with overall responsibility and oversight of project workplans and intended results, and with UNDP UAE Country Office providing implementation support services for activities under the project including procurement and recruitment activities, as well advisory support services from UNDP Regional Hub for Arab States on cost recovery basis.

Projects Board

All activities under the project will be undertaken with oversight of a Projects Board to serve as a steering committee between DCCE, UNDP and other partners to ensure coherence of all activities under the project. The Project Board is the group responsible for making on a consensus basis management decision for the project when guidance is required by the Project Director, including recommendation for approval of revisions to the Project Workplans or Project Document.

Project reviews by this group are made on annual basis, or as necessary when raised by the Project Director. This group is consulted by the Project Director for decisions. This group contains three roles: The Executive (DCCE) representing the owner of the project to chair the group, senior Supplier (UNDP) to provide guidance regarding the technical assistance to the project, and senior Beneficiary (DCCE) to ensure the realization of project benefits from the perspective of project beneficiaries.

Projects Assurance

Project Assurance is the responsibility of each Project Board member, but the role can be delegated to staff within each agency. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Resident Representative, UNDP UAE will hold the Project Assurance role for the UNDP, and Chairman of DCCE. The Project Director and Project Assurance roles will not be held by the same individual.

Projects Director

The Project Director will be appointed by the Project Board and has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Projects Director is responsible for day-to-day management and decision-making for the project. The Projects Director's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Projects Director will be supported by a Projects Manager and group of Technical Advisors to be recruited under the project to lead all substantive aspects of project implementation.

Terms of Reference/job descriptions for the respective long term and short term project team members and experts/consultants will be developed and issued on commencement of the project.

Prior Obligations and Requisites: There are no prior obligations and requisites attached to this document.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of UAE and UNDP, signed on _____. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by the Dubai Carbon ("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.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) 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;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁴.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
5. The Implementing Partner shall: (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

⁴ Use bracketed text only when IP is an NGO/IGO

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.

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.

