



PROJECT DOCUMENT
UNITED ARAB EMIRATES

Project Title: Capacity Development for the new World Green Economy Organization as an International Organization

Award/Project Number: 00097663/00101304

Implementing Partner: World Green Economy Organisation (with UNDP Direct CO Support Services)

Start Date: 1 Oct. 2016 **End Date:** 31 Dec. 2018 **PAC Meeting date:** 27/09/2016

Brief Description

In higher-income developing countries such as the UAE, UNDP provides policy advisory services to governments and acts in turn as a conduit channelling their experience and expertise to the rest of the world. Through this project UNDP supports Dubai's strategic goal of emerging as a global hub for the green economy, bringing forth the role of Dubai as a potential source of innovation, technology and finance for achieving progress on green, low-carbon, climate-resilience development, expanded use of renewable energy and energy efficiency, sustainable use of water and natural resources, and other green economy related goals. Partnership on these issues has emerged as a central part of the evolving country cooperation between UNDP and UAE.

In 2014, Dubai launched in concert with UNDP and other partners an annual World Green Economy Summit and an annual Green Economy Report as elements of a new global partnership platform for generating solutions and partnerships to address these and other issues. Aligned to this, the Government of Dubai also supported the launch of a new World Green Economy Organization (WGEO), incorporated in June 2016 in Dubai as a non-profit organization. The Government now seeks UNDP to partner with WGEO to help develop its capacities and enable it to fulfil its vision and objectives, as well as to establish WGEO as an international organization. WGEO seeks to pioneer a new way of promoting the green economy by bringing together governments, the private sector, foundations, UN system, the banking system and civil society, working together to achieve green economy goals. After initial capacity development activities are completed through this project (2016-2018), WGEO would serve as a mechanism for generating new solutions to climate change, sustainable energy, water and other environmental challenges in developing countries, helping to derisk scaled-up levels of investments into the green economy, and supporting international cooperation between Dubai and developing countries in areas of innovation, technology and finance. The project would support capacities of WGEO to reach this goal, engaging a team of specialists and advisors to help design WGEO, lead outreach and partnership building, support initial capacity development for local partners hosting the entity, and support further regulatory frameworks for establishing the entity as an international organization.

These and other activities will help prepare WGEO to become a fully operational and self-sustaining international organization by 2019. UNDP UAE Country Office will provide implementation support services for all activities under the project. This builds on UNDPs expertise across thematic issues, its network of 132 Country Offices and five Regional Hubs covering 177 developing countries and territories, and its focus on supporting global partnerships and south-south cooperation, the latter being a key area of focus for WGEOs technical cooperation programmes.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

CPD OUTCOME 4: Support strong global standing of UAE

CPD OUTCOME 2: Strengthened policy formulation and implementation capacity for greening human development

Indicative Output(s): (1) Develop capacities of WGEO as a new international organization based in Dubai (2) establish global and local partnerships and outreach for the new entity so that WGEO can become a provider of technical and financial support to partner developing countries and (3) initiate technical assistance programmes with developing countries, paving the way for WGEO to become a leader in GE expertise and a main reference for research and best practices in the field.

| | | |
|-----------------------------------|--|-------------|
| Total resources required: | \$11,000,000 | |
| Total resources allocated: | WGEO: \$11,000,000 (divided as follows) | |
| | Sept. 2016 | \$1,500,000 |
| | Jan. 2017 | \$4,000,000 |
| | May. 2017 | \$4,500,000 |
| | Nov. 2017 | \$1,000,000 |
| | In-Kind: | - |
| Unfunded: | 0 | |



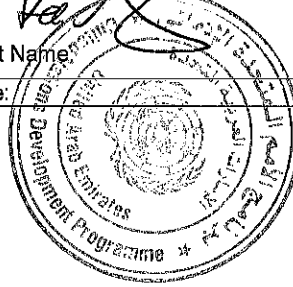
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Agreed by (signatures):

| Government | UNDP | Implementing Partner (WGEO) |
|-------------|------------|------------------------------------|
| Print Name: | Print Name | Print Name: H.E. Saeed M. Al Tayer |
| Date: | Date: | Date: |



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I. DEVELOPMENT CHALLENGE

The path from the Rio+20 World Summit on Sustainable Development in 2012 to the recent passage of the new 2030 Agenda for Sustainable Development and the Paris Climate Change Agreement has seen strong levels of commitment by world leaders to shift to a green economy – an economy that is low-carbon, climate-resilient, resource efficient, and socially inclusive. At their core, green economy solutions address both opportunities and risks.

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 from climate change, food and water insecurity. Beyond mere externalities to growth, such risks now bring serious challenges to the underlying pillars of the world economy. As the climate crisis escalates and resource insecurity grows, countries' hard-won achievements in poverty reduction stand at risk. This holds particular importance for the most poor and vulnerable in society; who have done little to cause the problem but face most of the risks. A green economy approach can help reduce inequalities and brings multiple social, economic, and environmental benefits, across gender lines.

While the scale of the global challenge is known and new global agreements and policy frameworks have been adopted, the world now turns to the implementation agenda. The passage in 2015 of the new Sustainable Development Goals and the Paris Climate Change Agreement now set the stage for the implementation agenda. This includes growing attention to the role of leaders in the emerging South as new global partners for a green economy.

The Paris Climate Agreement, approved by over 200 countries including UAE, agreed to limit global warming below 2°C, to strive to keep temperatures at 1.5°C above pre-industrial levels and to achieve net zero emissions by end of the century to avoid the most serious consequences of climate change. It incorporates voluntary commitments from 186 countries to reduce emissions and take action on adapting to climate change. It highlights the critical need for exchange of green technology, knowledge and experiences to developing countries and the opportunities from a greater role by emerging leaders in the South. The Agreement provides momentum on the shift to a green economy, including actions taking place in cities and regions like Dubai. This includes public actions and actions by many in the private sector to reduce carbon footprints through expanded use of solar energy, energy efficiency and optimizing use of natural resources - all critical elements to achieving a green economy. By supporting emergence of a strong global role by UAE, through WGEO, this project helps achieve emerging global actions towards green, low-carbon, climate-resilient development model.

The world's ability to achieve a green economy increasingly hinges on the way in which leaders in the emerging South, like UAE, translate their local green economy visions into global partnerships through their role as emerging hubs for South-South Cooperation (SSC), official development assistance (ODA) and outward direct investment (ODI). In moving from dialogue to action, the UAE has taken a leadership role. In 2012, UAE launched the region's first Green Economy Strategy and since 2014, Dubai has convened the annual World Green Economy Summit (WGES) in concert with UNDP and other UN partners. WGES brings together public and private leaders in new partnerships for innovative finance, solar solutions, energy efficient and resource conserving cities, implementing the new climate agreement, and thought leadership for a green economy. UNDP has also partnered in annual UAE State of Green Economy Reports in 2015 and 2016.

Behind this ambitious 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 hub for green economy actions, and as a global partner to developing countries in this transition to a green



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economy. Supporting this vision is the underlying premise of this project, with the goal of establishing Dubai as a global capital for the green economy, building on Dubai's position as a global hub for finance and innovation and its recent emergence as the world's largest provider of ODA, on the basis of a percentage of GNI.

II. STRATEGY

In June 2016, the Dubai Government led the registration of a new non-profit organization - the World Green Economy Organization, as means of promoting international cooperation to catalyse partnerships for innovation, technology and finance. At its core WGEO would emerge as a global platform for south-south cooperation on innovation, technology and finance solutions for green, low-emission, climate-resilient development. Through its role in helping design and finance innovative green economy projects in developing countries, WGEO, when fully operational, will help facilitate and showcase innovative projects, support for de-risking low-carbon, sustainable energy investments, partnerships and technologies that can achieve environmental-social-economic 'triple wins', and will provide guidance to public and private sector leaders on emerging green market opportunities.

Building on Dubai's position as a global finance hub, WGEO will also have as a core focus the promotion of green finance solutions across key segments of the financial system, such as banking, bond and equity markets, institutional investment, insurance as well as influencing monetary policy. Similarly, building on Dubai's position as a global hub for the private sector, WGEO will also have a core focus on new regulations and policies that derisk scaled up investments into the green economy, public-private partnerships for green economy solutions, low-carbon technology innovation, support to green market opportunities for small and medium sized enterprises, integration of green solutions in supply chains, etc.

WGEO would also serve as a think tank on issues with specific resonance for UAEs global cooperation, such as the energy-water nexus, climate-resilient cities, innovative green finance solutions, role of public-private partnerships for low-carbon solutions, green solutions for humanitarian and crisis recovery, and its strong humanitarian vision of supporting the poor and needy around the world. This would be coupled with broader advocacy and communication actions to promote green economy solutions around the world. This may include in future annual World Green Economy Summits hosted in Dubai as well as annual State of Green Economy reports that highlight evolving challenges and solutions.

In its architecture, WGEO would seek to innovate beyond standard forms of organization, in ways that bring together government, the private sector, foundations, and civil society, working together so that their combined expertise and experience can move the world forward to achieve green economy goals. In addition, WGEO would work with existing UN offices based in developing countries to help support green economy practices and technologies as locally relevant and efficiently as possible. This entails a new bottom-up approach to south-south cooperation that WGEO will pioneer. WGEO would invite and work together with partner governments, the private sector, foundations, UN and multilateral agencies, and civil society as stakeholders to both raise funding for programme expansion and expand green economy approaches and experiences.

To achieve this vision, this project will constitute an initial phase of cooperation (2016-2018) between Dubai and UNDP to develop the capacity of the new WGEO, and will include three outputs as described below: (i) WGEO organizational systems established, (ii) strategic partnerships and communication, and (iii) technical assistance to developing countries in the Arab, Africa and Asia regions.



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UNDP will serve as the lead international partner to Dubai for the project, building on UNDP's global networks and its role in supporting design and emergence of new institutions. With over fifty years of local experiences around the world, UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP will bring to bear the local networks from cooperation with developing countries for over twenty five years on green economy related issues – helping countries find low-carbon, climate resilient development pathways, expanding access to sustainable energy and improved energy efficiency, conservation and sustainable use of water, biodiversity and ecosystem services, sustainable land management, and management of chemicals and waste. UNDP supports policy frameworks and institutional capacities that help derisk scaled-up investments to address these issues, helps forge private and public sector partnerships to expand investment, and increases access to innovative technology solutions.

With its global presence and activity in 177 countries and territories, UNDP supports bottom-up, country-owned solutions to achieve development goals. Through its focus on south-south cooperation, UNDP's will support Dubai as a broker of knowledge, finance and technology solutions, helping to develop capacities, and facilitating exchange of expertise between Dubai and developing country partners. This will build on UNDP's extensive system of Country Offices in 132 countries, and the advisory support services of UNDP Regional Hubs in five regions including Arab, Africa and Asia regions where WGEO will have an initial focus for technical cooperation. It will also build on UNDP's role as the UN's largest provider of assistance in the area of climate change and sustainable energy, with \$2.4 billion of cooperation in 140 countries around the world.

III. RESULTS AND PARTNERSHIPS

Expected Results

By 2019, the capacities of the new World Green Economy Organization will have been developed and WGEO would become functional, leading to greater levels of south-south cooperation between UAE and developing countries in the Asia, Africa and Arab regions. WGEO activities will result in new partnerships for emergence of green, low-emission, climate-resilient development models across the South, helping developing countries reduce investor risks for scaled up investments, and achieve triple-win economic-social-environmental results. WGEO, when fully operational, will help design and finance innovative green economy projects in developing countries, with results including but not limited to: reduced energy intensity of growth, integration of climate risks into city development, engaging opportunities from the energy-water nexus, scaling up finance through the role of public-private partnerships for low-carbon solutions, and generating green solutions in humanitarian and crisis recovery efforts. The project will lead to greater capacities in the South in terms of innovation, technology and finance to achieve green economy goals.

Resources Required to Achieve the Expected Results

Given the ambitious nature of the project outputs and expected results, a high level team of advisors will be at the core of the project inputs. The new WGEO has committed \$11 million in this regard, to ensure high quality committed talent is brought on board for the entire duration of the project (2016-2018) to help develop its capacities and become functional entity by 2019. A significant share of this is also dedicated to global positioning of the initiative through high profile annual global events, high profile communication activities, and commencement of south-south cooperation activities for the benefit of partner countries from the South. The project also benefits from support of the Regional Hub for Arab States with cost recovery of advisory services within the project.

Partnerships

The project will also mobilize partnerships with other UN agencies active on green economy and related themes, including UNEP and UNIDO, as well as think tanks and institutions like GGGI and



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GGKP to achieve the vision for WGEO as a multi-partnership entity. The project will also place top priority on the role of private partnerships, building on Dubai's position as a global hub for private sector and finance, and building on the role of WGEO partnerships to derisk scaled-up investment into green economy solutions. In the UAE, UNDP has been a long-standing partner on issues of climate change, energy and the green economy, supporting emergence of the World Green Economy Summit since 2014, helping establish the Dubai Carbon Centre of Excellence, launching UAEs first series of Clean Development Mechanism (CDM) projects and supporting development of national and local State of the Green Economy and State of Energy reports.

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Risks and Assumptions

There are a few key risks that can threaten the achievement of results. As noted above, finding globally well-positioned and qualified candidates for leading the initiative and achieving its ambitious results will be critical. To mitigate the risk of delayed recruitment, the UNDP Country Office has agreed to provide UNDP Country Office Support Services to WGEO, when requested and needed, in recruitment activities. UNDP UAE Country Office will initiate development of ToRs for critical positions and undertake recruitment processes, when requested by the Project Director, treating these requests as a top priority.

A second risk relates to the ability to engage strategic partnerships globally among the private sector, Governments and international organizations. To mitigate this risk, top priority will be placed on the role of the WGEO Director, CTA and Partnership Advisor under the project to undertake a strong set of outreach activities to bring on board key partners as identified by the project. Last but not least a risk relates to resource mobilization. While a generous \$11 million grant is afforded by WGEO for helping to develop its capacities during the term of this project, a key focus will be on engaging partners and resources for the full operational life of WGEO. The roles of the WGEO Director, CTA and Partnership Advisor will be equally critical in this regard to mitigate future risks regards resources needed for WGEO to achieve its future mandate.

Stakeholder Engagement

The project will identify key stakeholders across the South to serve as beneficiaries of the new WGEO and outline a strategy to ensure stakeholders are engaged throughout the emergence of the new entity. Dedicated activities are included in the project to identify and engage partner Governments and communities in developing countries to participate in WGEO activities towards green, low-emission, climate-resilient development.

South-South and Triangular Cooperation (SSC/TrC)

The project has a core focus on generating new opportunities from south-south cooperation between UAE and developing countries, for achieving goals of green, low-carbon, climate-resilient models of development. The project includes a dedicated output on support to developing countries with activities focused on south-south cooperation results. The project builds on UAE's role as emerging hub for South-South Cooperation (SSC), official development assistance (ODA) and outward direct investment (ODI).

Knowledge

A core activity of the project is to help position WGEO and Dubai's role as an emerging green economy hub. This will build on the successful convening by Dubai and UNDP of annual World Green Economy Summits (WGES) during 2014-2016. A series of south-south events will also be supported under the project as part of the WGEO assistance to developing countries. Regards specific knowledge products to be produced via the project, a series of annual World Green Economy Reports would be developed and issued with partners, building on the Dubai Green Economy Reports issued by UNDP and Dubai partners during 2014-2016. A series of communication activities would be supported by the project, with dedicated resources and activities under the project to ensure strong visibility of the WGEO initiative.

Sustainability and Scaling Up

The project commences with a strong base of support from Dubai and the UAE, as a new global partner in development. This includes its leadership and vision for the types of results embedded in the project including the vision for WGEO, and the initial financial support of \$11 million from WGEO. Long term sustainability depends on success of the project team in generating partnerships and scaled up resources for taking WGEO to the full operational stage post-2019.



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IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Given the ambitious nature of the project outputs and expected results, a high level 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, WGEO has allocated a significant share of the project resources for ensuring effective staffing of the project.

Project Management

The project office will be hosted at WGEO, based at the Dubai International Financial Centre (DIFC). UNDP Country Office has agreed to provide technical support and services to WGEO to manage, along with the project management team, the recruitment, procurement, and administrative activities under the project will be the responsibility of WGEO and or UNDP upon request received from WGEO

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V. RESULTS FRAMEWORK¹

¹ 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.



| EXPECTED OUTPUTS | OUTPUT INDICATORS ² | DATA SOURCE | BASELINE | | DATA COLLECTION METHODS & RISKS | | | |
|--|---|-------------|----------|------|---------------------------------|--------|--------|-------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | FINAL |
| Output 1 WGEO Organizational Systems Established | 1.1 WGEO legal framework in place | WGEO/UNDP | | | | | | |
| | 1.2 WGEO mandate and institutional structure in place | WGEO/UNDP | | | | | | |
| | 1.3 Treaty or other applicable instrument establishing WGEO as an international organization in place | WGEO/UNDP | | | | | | |
| | 1.4 WGEO established and recognized as an international organization | | | | | | | |
| Output 2 Strategic Partnerships and Communications | 2.1 Number and quality of global dialogues convened and level and quality of participation | WGEO/UNDP | | | | | | |
| | 2.2 Number and quality of global knowledge products issued | WGEO/UNDP | | | | | | |
| | 2.3 Number of countries partners joining WGEO as member states | WGEO/UNDP | | | | | | |
| | 2.4 Number of UN agencies joining as WGEO partners | WGEO/UNDP | | | | | | |
| | 2.5 Number of private sector and foundation partners joining WGEO | WGEO/UNDP | | | | | | |
| | 2.6 Level of resource mobilization commitments to WGEO | WGEO/UNDP | | | | | | |
| | 2.7 Number of knowledge partnerships commenced with WGEO | WGEO/UNDP | | | | | | |



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| | WGEO/UNDP | | | | | | | | |
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| Output 3 South-South Technical Assistance and Capacity Development for Developing Countries | 2.8 | Number and quality of communication activities and level of public awareness of WGEO | WGEO/UNDP | | | | | | |
| | 3.1 | Quality and relevance of green economy toolkits developed as global best practices | WGEO/UNDP | | | | | | |
| | 3.2 | Number of south-south dialogues convened with partners from the Asia, Africa and Arab regions and quality of participation | WGEO/UNDP | | | | | | |
| | 3.3 | Recognition by partners in developing countries of WGEO support to enhancing regulatory and policy frameworks to derisk scaled up green investments and other capacity services | WGEO/UNDP | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

² 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. | Quarterly | 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 | Annually | Areas of strength and weakness will be reviewed by project management and used to | | N/A |



| | inform management decision making to improve the project. | | inform decisions to improve project performance. | |
|---|---|--|--|-----|
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. | N/A |
| Annual 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 log with mitigation measures, and any evaluation reports prepared over the period. The annual and final reports shall contain certified financial statements prepared by UNDP. | Annually, and at the end of the project (final report) | | N/A |
| Quarterly Project Reports | A progress report will be presented to the Project Board on a quarterly basis, consisting of progress data showing the results achieved in that quarter and cumulative progress for the year, and any evaluation reports prepared over the period. The quarterly reports shall include uncertified financial statements for the Project prepared by UNDP. | Quarterly | | N/A |
| Project Review (Project Board) | The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the | Quarterly | Any quality concerns or slower than expected progress should be discussed by the project board and management actions | N/A |

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| | <p>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> | | <p>agreed to address the issues identified.</p> | | |
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VII. MULTI-YEAR WORK PLAN

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | RESPONSIBLE PARTY | PLANNED BUDGET | |
|--|---|------------------------|-----------|-----------|----|-------------------|--|------------------|
| | | Y1 | Y2 | Y3 | Y4 | | Funding Source | Amount |
| Output 1) WGEO Organizational Systems Established | | | | | | | | |
| Output 1.1 Legal measures for establishment of WGEO as a Dubai-based international entity | Activity 1.1.1. Engage services of legal specialists to assess legal requirements for establishment of WGEO as a Dubai-based international organization, including international and domestic law issues and comparative analysis of different means used by various types of public and private entities with related objectives | \$120,000 | \$240,000 | \$240,000 | | WGEO | WGEO Director \$100,000 Legal specialists \$500,000 | |
| | Activity 1.1.2. Completion of necessary documentation, formalities and applications related to establishment of WGEO including patents and logos | | | | | WGEO | | |
| | Activity 1.1.3. Completion of processes for full official establishment of WGEO as a Dubai-based international entity | | | | | WGEO | | |
| | MONITORING | | | | | WGEO | | |
| Sub-Total for Output 1.1 | | | | | | | | \$600,000 |



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**Output 1.2 WGEO mandate,
 institutional architecture and
 organization management systems
 established**

| | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|-------------|---|
| <p>Activity 1.2.1. Development and advertisement of job descriptions for all project positions for Project Director, CTA, various Programme Officers and the Operations team members, and recruitment process undertaken for staff to oversee all activities under the project</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO Director \$100,000 Project CTA \$150,000 Operation Manager \$200,000 Reg Team Leader \$50,000 Prog Assistant \$144,700 Fin/Admin Assist \$53,070 Travel \$100,000 Office, sundries, misc \$240,000</p> |
| <p>Activity 1.2.2. Designated office space commenced at Dubai International Financial Center and made fully functional with furniture, electronics, transport</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | |
| <p>Activity 1.2.3. Comparative assessment of mandates of other international organizations on green economy themes and of models used regarding programmatic architecture and operational management</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | |
| <p>Activity 1.2.4. WGEO Board members identified and invited, and inaugural annual meeting convened to review status of WGEO establishment and workplans for 2017-2018</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | |
| <p>Activity 1.2.5. WGEO Director and Project CTA design 2017 and 2018 workplans for review by the Board</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | |
| <p>Activity 1.2.6. Design of WGEOs mandate to develop a strong niche in light of other entities global roles and mandates, and design of WGEO institutional architecture and organization management systems, including policy and programme support, project management, knowledge management, and operational units for finance, human resources, procurement, etc</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | |
| <p>\$207,554</p> | <p>\$415,108</p> | <p>\$415,108</p> | <p>\$415,108</p> | <p>\$415,108</p> | <p>\$415,108</p> | | |

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| Activity 1.2.7. WGEO Board meeting convened to review and endorse recommended mandate, structure and management systems | | | | | | | | | | | |
| | Activity 1.2.8. Internal rules and regulations established to operationalize WGEOs mandate, structure and management systems | | | | | | | | | | |
| | MONITORING | | | | | | | | | | |
| Sub-Total for Output 1.2 | | | | | | | | | | | \$1,037,770 |

Output 2) Strategic Partnerships and Communications

| | | | | | | |
|---|---|-------------|-----------|-----------|------|----------------------------------|
| Output 2.1. Green Economy Dialogues and Knowledge Products | Activity 2.1.1 Participate in, contribute to and serve as supporting organization for international conferences to help position WGEO and promote low-carbon, climate-resilience green economy principles and practices | \$1,091,390 | \$182,780 | \$142,780 | WGEO | WGEO Director \$100,000 |
| | | | | | WGEO | WGER Advisor \$342,550 |
| Activity 2.1.2 Develop and publish annual State of World Green Economy Reports (WGER) highlighting trends, challenges and opportunities in achieving a green, low-carbon climate resilience economy | | | | | WGEO | Operations Manager \$234,000 |
| | | | | | WGEO | Partnership Advisor \$50,000 |
| | | | | | WGEO | Communication Advisor \$50,000 |
| | | | | | WGEO | Communication Assistant \$50,000 |
| | | | | | WGEO | Project CTA \$150,000 |
| | | | | | WGEO | Reg Team Leader \$50,000 |

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| MONITORING | | | | | | | Programme Assistant \$50,000 Finance/Admin Assistant \$90,000 Travel \$150,000 Project office costs, sundries, miscellaneous \$100,400 |
| Sub-Total for Output 2.1. | | | | | | | \$1,416,950 |

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| Output 2.2 Engagement of governments, private sector, financial sector, foundations, UN system and civil society as both substantive and financial partners | Activity 2.2.1. Meetings and roundtables held with prospective partners to present vision of WGEO and make the case for benefits of joining as global partners | \$100,000 | \$200,000 | \$200,000 | WGEO | WGEO | WGEO Director \$100,000 Project CTA \$50,000 Partnership Advisor \$100,000 |
| | Activity 2.2.2 High profile official launch events of the WGEO Project to engage hundreds of governments, private sector, financial sector, foundations, UN system and civil society partners | \$100,000 | \$200,000 | \$200,000 | WGEO | WGEO | Communication Advisor \$50,000 Travel \$100,000 Office costs, sundries, miscellaneous \$100,000 |
| | MONITORING | | | | WGEO | WGEO | |
| | Sub-Total for Output 2.2 | | | | | | |

| | | | | | | | |
|--|---|-----------|-----------|-----------|------|------|---|
| Output 2.3 Resource mobilization strategy and funding from international development partners (UN agencies, IFIs, foundations, etc) for implementation of WGEO activities | Activity 2.3.1. Mapping undertaken of international development partners as potential sources of funding for WGEO activities, and identification of priorities for outreach and partnership | \$152,550 | \$305,100 | \$305,100 | WGEO | WGEO | WGEO Director \$100,000 Project CTA \$50,000 Partnership Advisor \$362,750 Travel \$150,000 Office costs, sundries, miscellaneous \$100,000 |
| | Activity 2.3.2 Meetings and discussions with identified institutions and design of model cost-sharing agreements | \$152,550 | \$305,100 | \$305,100 | WGEO | WGEO | |
| | Activity 2.3.3 Conclusion of cost-sharing agreements with selected partners for WGEO activities | | | | WGEO | WGEO | |
| | MONITORING | | | | WGEO | WGEO | |
| Sub-Total for Output 2.3 | | | | | | | \$762,750 |

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|--|---|----------|-----------|-----------|------|------|---|
| Output 2.4 Knowledge partnerships with international green economy institutes, think tanks and research bodies to jointly develop and | Activity 2.4.1. Mapping undertaken of international green economy institutes, think tanks and research bodies for potential linkage to WGEO and identification of priorities for outreach and partnership | \$70,000 | \$140,000 | \$140,000 | WGEO | WGEO | WGEO Director \$100,000 Project CTA \$50,000 Partnership Advisor \$50,000 |
| | | | | | WGEO | WGEO | |

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| disseminate GE tools and best practices | Activity 2.4.2 Meetings and discussions with identified institutions and design of model agreements or MOUs for establishing partnerships | | | | WGEO | Travel \$50,000 Office costs, sundries, miscellaneous \$100,000 |
| | Activity 2.4.3 Conclusion of MOUs with selected institutes, think tanks and research bodies to jointly develop and disseminate GE tools and best practices | | | | WGEO | |
| | MONITORING | | | | WGEO | |
| Sub-Total for Output 2.4 | | | | | | |
| \$350,000 | | | | | | |

| | | | | | | |
|---|--|-----------|-----------|-----------|------|--|
| Output 2.5 Communications and outreach campaigns on low-carbon, green economy goals | Activity 2.5.1 Comparative review of models used by other international organizations for communications and outreach campaigns | | | | WGEO | WGEO Director \$100,000 Operations Manager \$100,000 |
| | Activity 2.5.2 Design of options for communications and outreach campaigns to develop a WGEO niche relative to activities undertaken by other organizations | | | | WGEO | Communication subcontracts \$1,000,000 Project CTA \$50,000 |
| | Activity 2.5.3 Review and endorsement of campaign plans by the Board | \$379,510 | \$757,200 | \$757,200 | WGEO | Communication Advisor \$242,550 Communication Assistant \$150,000 |
| | Activity 2.5.4 Development of TORs for recruitment of communication and media firms to roll out and implement the campaigns through various online, TV and print media | | | | | Travel \$150,000 Office costs, sundries, miscellaneous \$100,000 |
| | MONITORING | | | | WGEO | |
| Sub-Total for Output 2.5 | | | | | | |
| \$1,892,550 | | | | | | |

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|--|--|----------|----------|----------|------|--------------------------------------|
| Output 2.6 Infographic brochures and related communication materials, both | Activity 2.6.1. Review of options for infographic brochures and related communication material | \$48,940 | \$97,880 | \$97,880 | WGEO | Communication sub-contract \$100,000 |
| | | | | | WGEO | |

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| in print and electronically, produced and disseminated to advance the green economy agenda | Activity 2.6.2 Design of infographic brochures and related communication material | | | | | WGEO | Communication Assistant \$44,700 |
| | Activity 2.6.3 Review and endorsement of materials by the Board | | | | | WGEO | Project office costs, sundries, miscellaneous \$100,000 |
| | Activity 2.6.4. Issuance of contract for production and dissemination infographic brochures and related communication material through various online and other channels | | | | | | |
| | MONITORING | | | | | WGEO | |
| Sub-Total for Output 2.6 | | | | | | | \$244,700 |

Output 3) South-South Cooperation with Developing Countries

| | | | | | | | |
|---|--|-----------|-----------|-----------|--|------|--|
| Output 3.1 GE Toolkits and Best Practices developed for use globally and in countries, regions and cities | Activity 3.1.1. Development of GE Toolkits and compilation of GE Best Practices by sector and application from around the world, done in collaboration with partners | | | | | WGEO | GE Toolkits and Best Practices Officer \$342,550 |
| | Activity 3.1.2 Develop and disseminate GE Toolkits and Best Practices widely, with emphasis on developing countries through UNDP Country Offices and other channels | \$102,910 | \$205,820 | \$205,820 | | WGEO | Programme Assistant \$72,000 |
| | MONITORING | | | | | WGEO | Office costs, sundries, miscellaneous \$100,000 |
| | Sub-Total for Output 3.1 | | | | | | \$514,550 |

| | | | | | | | |
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| | | | | | | WGEO | Inputs covered under |
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| Output 3.2 Green Economy global debate and dialogue established and promoted | Activity 3.2.1. Participate in and contribute to national, regional and global conferences/workshops to promote GE principles and practices including tools and policies needed to make GE work in practice | WGEO | WGEO | WGEO | WGEO | Output 2.1 above |
|--|---|------|------|------|------|------------------|
| | Activity 3.2.2 Participate in and contribute to national, regional and global conferences/workshops focused on SDGs and climate implementation agenda and scaled up investment | WGEO | WGEO | WGEO | WGEO | |
| | Activity 3.2.3 WGEO programme developed with UNDP Country Offices to spread GE practices and technologies quickly and efficiently worldwide minimizing operational costs | WGEO | WGEO | WGEO | WGEO | |
| | Activity 3.3.4 Collaboration established with 3-4 international, regional and national organizations dealing with the GE, for joint activities, workshops and conferences | WGEO | WGEO | WGEO | WGEO | |
| | MONITORING | WGEO | WGEO | WGEO | WGEO | |
| | Sub-Total for Output 3.2 | | | | | |

| Output 3.3 National regulatory and policy frameworks, transparency and accountability improved in developing countries to promote GE principles with focus on derisking scaled up green investments | Activity 3.3.1. Develop guidelines to assist developing countries improve their national regulatory frameworks to promote and advance GE principles and operations including ways to derisk low-carbon, climate resilient investments (using the Dubai model as one example) | WGEO | WGEO | WGEO | WGEO | WGEO Director \$56,350 GE Regulatory Advisor \$440,400 Programme Assistant \$72,000 Consultants and trainers \$200,000 Workshops \$50,000 Office costs, sundries, miscellaneous \$100,000 |
|---|--|------|------|-----------|-----------|--|
| | Activity 3.3.2. Develop guidelines to assist developing countries improve their GE transparency and accountability frameworks (using the Dubai model as one example) | WGEO | WGEO | WGEO | WGEO | |
| | | | | \$183,750 | \$367,500 | |
| | | | | \$367,500 | | |

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| <p>Output 3.4 Green economy capacity building and training programmes for developing countries designed and implemented</p> | <p>Activity 3.3.3. Produce infographic-style reports on the recommended regulatory, transparency and accountability guidelines</p> <p>Activity 3.3.4. Utilize the UNDP Country Office system to disseminate to developing countries guidelines and developments on GE national regulatory and policy systems, transparency and accountability issues</p> <p>MONITORING</p> | <p>WGEO</p> | <p>WGEO</p> | <p>WGEO</p> | <p>Sub-Total for Output 3.3</p> <p>\$918,750</p> |
|--|---|-------------|-------------|-------------|--|

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| <p>Output 3.4 Green economy capacity building and training programmes for developing countries designed and implemented</p> | <p>Activity 3.4.1. Organize and run GE capacity building and training workshops in Dubai and in recipient developing countries covering GE tools and practices with special reference to their individual situations and ways to derisk scaled up green investments, with the help of UNDP Country Offices. In 2017 one workshop in Dubai and one workshop in Asia, each workshop targeting 20-25 trainees. In 2018 two workshops in Dubai, one workshop in Asia and one workshop in Africa and one in Bangkok for Asian trainees, each workshop targeting 20-25 trainees</p> | <p>\$401,376</p> | <p>\$802,752</p> | <p>WGEO</p> <p>WGEO</p> <p>WGEO</p> <p>WGEO Director \$100,000 Green Economy Advisor \$244,700 Green Economy Advisor \$161,480 Programme Assistant \$100,700 Consultants and trainers \$600,000 Project CTA \$100,000 Operations Manager \$200,000 Programme Assistant \$50,000 Finance/Admin. Assistant \$50,000</p> |
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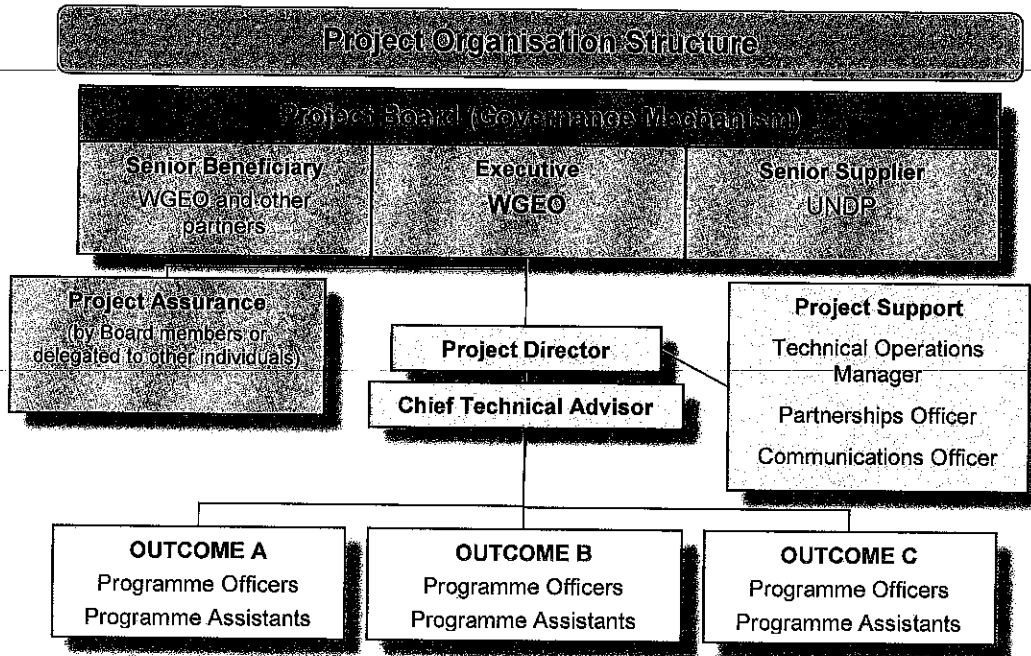


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| | MONITORING | | | | WGEO | WGEO | Workshops \$100,000 Travel \$100,000 Office costs, sundries, miscellaneous \$300,000 |
| Outputs 1, 2 and 3 Total: | | | | | | | \$2,006,880 \$10,244,900 0 |

| | | | | | | | |
|-----------------------------------|-----------------------------|--|--|--|--|-------------|-----------------------|
| Evaluation (as relevant) | Audit and Evaluation | | | | | WGEO | \$231,290 |
| General Management Support | | | | | | WGEO | GMS (5%) \$523,810 |
| TOTAL | | | | | | | \$11,000,000 |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Execution Arrangements

This project will be implemented under National Implementation (NIM) modality whereby WGEO 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 as advisory support services from UNDP Regional Hub for Arab States, and other activities noted in Annual Workplans, as needed and when requested by the Project Board and/or Director.

Project Board

All activities under the project will be undertaken with oversight and direction of a Project Board to serve as an oversight body responsible for the overall direction and critical approvals of Project activities, as well as a for steering between WGEO, UNDP and other partners to ensure coherence of all activities under the project. The Project Board is also responsible for making on a consensus basis, management decisions for the Project when guidance is required by the Project Director, including recommendation for approval of revisions to the Project Workplans, Budgets, Disbursement Schedules or changes to the Project Document.

The Project Board shall be composed of 7 representatives, 5 nominated by WGEO (including the Chairman and the Vice-Chairman) and 2 nominated by UNDP. The Project Board shall meet quarterly or at such frequency as may be determined by the Chairman. Quorum for the meeting shall be 3 representatives (including at least 2 WGEO representatives and at least 1 UNDP representative).



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The Project Director shall prepare an annual operating plan and budget for the implementation of the Project, which will contain the proposed schedule of payments for the year in respect of which the plan is prepared ("Annual Work Plan"). The Annual Work Plan shall contain as a minimum the following information:

- i. Proposed activities to be completed in the year;
- ii. Milestones and key deliverables in respect of each activity;
- iii. Proposed budget for the implementation of all activities; and
- iv. Proposed payment schedule.

The Annual Work Plan shall be submitted for approval to the Project Board at least 45 days prior to the start of each calendar year. All payments shall be made to UNDP in accordance with the schedule of payments contained in the Annual Work Plan approved by the Project Board. The Project Board may modify or adjust the payment schedule based on achievement of agreed milestones and the submission of deliverables.

The payment schedule takes into account the requirement that the payments shall be made in advance of the implementation of planned activities and may be amended to be consistent with the progress of project delivery with the prior approval of the Project Board.

Project 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 Director of WGEO would undertake this role for WGEO. The Project Director and Project Assurance roles will not be held by the same individual.

Project Director

The Project Director will be recruited by WGEO 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 Project Director reports to the Project Board. The Project Director is responsible for day-to-day management, recruitment, and decision-making for the project. The Project 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 Project Director will be supported by a Chief Technical Advisor to be recruited under the project to lead all substantive aspects of project implementation. The CTA will be supported by a group of Specialists to be recruited under the project to support achievement of results under each of the three project outcomes.

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.

Applicable Rules and Regulations



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The implementation of the Project by WGEO, and its execution by UNDP, shall be governed by the rules, regulations, policies and procedures established by WGEO in collaboration with UNDP, when requested and approved by the Project Board. In respect of direct procurement or recruitment by UNDP, UNDP shall ensure that any written instructions from the Donor, that do not contradict with UNDP's rules and regulations, are implemented.

Utilization of the WGEO Contribution

The Contribution shall be utilized by UNDP exclusively for the purposes of implementing the Project. UNDP may not incur expenses in excess of the funds received from the Donor. If the payments referred to in this Agreement, are not received in accordance with the approved payment schedule, UNDP may suspend the implementation of the Project after the expiry 14 days' notice to WGEO, until payment is received. If collaboration under this Project Document ceases or is cancelled by either Party with 60 days' notice to the other Party, or upon completion of the Project, any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be refunded UNDP to the Donor.

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 agency WGEO ("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 c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions], 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.
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.



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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 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.

X. ANNEXES

1. **Multi-year Work Plan (2016-2018)**
2. **Project Quality Assurance Report**
3. **Social and Environmental Screening Template**
4. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
5. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
6. **Project Board Terms of Reference and TORs of key management positions**