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PROJECT DOCUMENT
Africa Regional Project

Project Title: Strengthening National Climate Finance Governance Systems to Reduce Poverty, Inequality and Vulnerability in Africa

Project Number: TBC

Start Date: August 2018 **End Date:** July 2022

PAC Meeting date: 14 June, 2018

Brief Description

Climate change presents the most profound global threat to humanity of our time. As the continent that hosts small island developing states (SIDS) and the largest number of least developed countries (LDCs), Africa is the continent that is most vulnerable to the impacts of climate change. The continent already suffers from multiple stressors, such as poverty, hunger and high disease burden, and these stressors are magnified by climate-induced disasters. Redirecting public finance towards a low emission climate-resilient path has the potential to leverage additional resources from other sources, such as global climate funds and the private sector for scaled-up climate action. This programme will provide substantial capacity development, technical and advisory support to select African countries to strengthen their national climate finance governance systems for improved use and access to climate finance, supporting them to implement the Paris Agreement and their Nationally Determined Contributions (NDCs) to ensure inclusive, resilient and sustainable development. This will be made possible through the application of a tried and tested UNDP tool – the gender-sensitive and poverty-focused Climate Public Expenditure and Institutional Review (CPEIR). The tool will allow for full integration of climate finance into public financial management systems (PFMS) and mainstream climate change into national development planning and budgeting processes – a development challenge that Africa is grappling with. The programme will develop national capacities for quantifying and reporting on climate-related expenditures in their national budgets as a baseline for future and continuous analysis. This will assist countries to assess the level of effort in national climate response and prompt them to devise strategies for scaling up access and delivery of climate finance. Partnerships can then be mobilized for accelerated climate action to deliver on National Determined Contributions (NDCs). The programme will be an adaptation of a successful UNDP-implemented Asia-Pacific CPEIR programme, allowing for cross-regional knowledge exchange and learning. The programme will be implemented in six African countries (Kenya, Ghana, Benin, Senegal, Mozambique, Mali) over a four-year period, and has four outputs. This project is anchored in UNDP’s flagship Regional Programme for Africa, and is therefore fully tailored to respond to the priorities and aspirations of Africa, as articulated by the AU’s Agenda 2063.

UNDP SP 2018-2021 Tier 2, Outcome 2: Accelerate structural transformations for sustainable development

Contributing to Regional Programme for Africa 2018-2021 Outcome 2: Africa Regional Growth is inclusive, sustainable with reduced economic inequalities and characterised by structural transformation

Outputs with Gender Marker:

Output 1: Enhanced transparency and accountability on resource allocation and expenditure towards gender responsive climate investments that reduce poverty and vulnerability (GEN2).

Output 2: Increased national capacity for integrating climate finance in public finance systems (GEN2).

Output 3: Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa (GEN2).

Output 4: Knowledge-exchanges on climate finance governance enabled to inform policy and regional upscaling.(GEN2)

Total resources required:	14,444,460	
Total resources allocated:	UNDP TRAC:	500,000
	Donor (Sweden):	13,944,460
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)

Donor	UNDP
Print Name:	Print Name:
Date:	Date:

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I. DEVELOPMENT CHALLENGE

Climate change presents one of the most profound global threats to humanity of our time. Rising sea levels, reduced flows of water, diminished access to usable lands, increased health hazards, extreme weather conditions and climate-induced natural disasters are just some of the consequences associated with this complex phenomenon. The impacts of climate change are wide-ranging, and in some cases, will be devastating if not sufficiently mitigated; impacts on the environment, disastrous in their own right, will lead to significant socio-economic consequences for diverse populations, exacerbating diseases burden, poverty and inequality, with disproportionate impacts on women - who tend to bear the brunt of climate change. Across the African continent, which is home to most of Least Developed Countries (LDCs), the adverse effects of climate change remain the single greatest impediment to the achievement of Sustainable Development Goals (SDGs), creating immediate and long-term risks to development, with the potential of undermining and even eroding development gains made so far.

Africa is currently experiencing phenomenal economic growth; however, there is a strong disconnect between this seemingly impressive wealth generation and the general well-being of the population, since wealth and its benefits are unevenly distributed. The majority of the continent's population is still plagued by poverty, disease and malnutrition, and in light of the fact that key growth sectors are impacted by climate change, the outlook for populations on the margin are likely to worsen. Some models, for example, suggest that an increase in temperature of approximately 1.5°C by 2040 could lead to an annual loss in Africa's GDP of 1.7 percent. Given the correlation between rainfall and GDP in many African countries (considering their high agriculture-dependency), it is unquestionable that climate change will impact Africa in profound ways.

Among the obstacles to transforming Africa's economies into more equitable and vibrant motors for growth are lack of access to financial services, the lack of infrastructure - particularly energy infrastructure - combined with the lack of funds for public investments. If national planning and budgeting processes can be adequately adapted to the dynamics, pressures and challenges associated with climate change, then climate finance may well be able to play a significant role in addressing and helping the region to overcome these pressing obstacles to the region's economic transformation agenda. Climate finance sources include multilateral organizations, bilateral and domestic actors, and the domestic and international private sector; the Green Climate Fund (GCF) is poised to become the main vehicle for securing and distributing climate finance with transformative impact.

As the region most affected by climate change, Africa is now stepping up its efforts to implement the Paris Agreement, focusing its attention on translating the national climate targets or Nationally Determined Contributions (NDCs) into effective and meaningful action. The Paris Agreement provides a historic opportunity to transition to a climate-resilient, low-carbon economy, while national implementation plans will create the necessary roadmap for each country's contribution to this complex, collective endeavour. Consequently, national implementation plans simultaneously provide an important tool to address the more immediate needs for adaptation, poverty alleviation and more inclusive economic development.

Climate finance will form a crucial part of this endeavour. Climate change is a cross-cutting macro-economic issue, and climate finance is 'strategic' in the sense that it enables the delivery of multiple development outcomes - such as food and water security, energy security, good health, employment and other benefits. As such, climate finance can support countries to deliver not only on Sustainable Development Goal (SDG) 13 on Climate Change, but also several other, related SDGs. In fact, without delivering on climate change most SDGs may not be achieved and vice

versa. The Africa Adaptation Gap Report¹ states that the cost of adaptation for Africa could reach USD 50 billion per year by 2050. Most African governments lack adequate domestic public financial resources to ensure inclusive and resilient development, and Africa's record in accessing global climate finance to complement domestic resources has been insufficient - mainly due to lack of strong national governance systems and fiduciary standards to meet access modalities of global finance. According to the '2015 Global Landscape of Climate Finance' report², sub-Saharan Africa received only 13 percent of global adaptation investments that target climate vulnerability, while 46 percent went to East Asia and Pacific regions.

For African States to honour their commitments outlined in their NDCs, creating the right enabling environment will be imperative, requiring the incorporation of climate change concerns and dynamics into local level, national and regional planning and budgeting systems. The transformation of planning and budgeting systems is vital to ensure climate change is more effectively addressed, and to help reduce inequalities, thereby allowing the continent to 'leapfrog' towards a more inclusive sustainable development trajectory.

Most African countries are unable to provide financial figures concerning funds allocated/expended from their national budgets towards climate change mitigation and adaptation, nor are they currently able to cost climate actions; furthermore, many countries on the continent lack the capacity to measure, report and verify (MRV) climate finance. This puts the region in a significantly weak position to attract large-scale and transformative global public and private sector financing, since they are not able to demonstrate national commitment in concrete dollar terms. The lack of concrete, financial data also weakens Africa's voice in global climate negotiations.

These dynamics, however, do not necessarily indicate that African countries are not allocating/expending funds towards climate change mitigation and adaptation policies and practices - far from it: according to studies in Asia-Pacific region, a significant portion of national budgets goes towards climate change-related actions, but traditional budgetary systems do not have a 'climate change' chart of accounts. Such activities are subsumed into sectoral budgets, such as agriculture, energy, transport, water. Climate-related expenditures in these sectors needs to be 'sifted out' in order to facilitate more informed national planning, budgeting and decision-making, global reporting and leveraging of global and private sector climate finance.

II. STRATEGY

UNDP's strategy in the climate change mitigation and adaptation realm has predominantly focused on providing support to countries to access global climate finance; however, while international climate finance is important, it is domestic finance, mobilized in compliance with the principles of good financial governance that can provide for a more sustainable, reliable, predictable and, thus, effective long-term national development approach.

Full integration of climate finance into public financial management systems (PFMS) and the mainstreaming of national development planning frameworks, however, continues to present a significant challenge for many African countries. This is due in part because, in many countries, climate change is still viewed predominantly as an 'environmental issue', to be managed by the Ministry of Environment. Climate change finance, however, is a macroeconomic issue requiring a cross-government and multi-sectoral mind-set, rather than a line Ministry approach. For transformative climate action to take place, it is necessary to fully integrate climate change priorities into the national and local level plans and budgets - with Ministries of Finance/Economic Planning and local authorities playing a lead role. In the light of the multiple development

¹ <http://www.unep.org/pdf/AfricaAdapatationGapreport.pdf>

² <http://climatepolicyinitiative.org/wp-content/uploads/2015/11/Global-Landscape-of-Climate-Finance-2015.pdf>

outcomes that can be achieved, there is therefore an urgent need to redirect national and local level budgets to gender-sensitive climate action.

It is time for UNDP to take a holistic view of international and domestic climate finance, and to support the development of strong national systems characterized by wise and prudent allocation and use of domestic resources; no matter the amount allocated, this will indicate a genuine political commitment, and make it easier for public, private and alternative forms of domestic and international climate finance to flow into countries. There is no doubt that a robust, credible and accountable domestic environment will attract domestic private climate finance and catalyse international finance.

A cross-government approach that delivers a coherent and coordinated national climate response, supported by a coherent climate finance system - or a Climate Fiscal Framework - is what African governments should aim for, and be supported to achieve. This makes it possible to blend budgetary and extra-budgetary allocations for high impact climate actions. African governments are already moving in the right direction of establishing national climate funds to manage additional public and private finance, and there is a clear need for other African countries to learn from the 'early starters,' such as Rwanda, Kenya and Ghana.

At national level, a human-rights based approach is adopted through the strengthening of duty bearers -national institutions (such as Ministries of Finance/Economic Planning), and national accountability bodies (such as national parliaments and supreme audit institutions), as well as the judiciary, is important for effective governance of climate finance and rights holders' (CSOs including women grassroot groups and CBOs) ability to demand Government accountability and transparency in addressing climate change and reducing the vulnerability of the national economy and citizens. At the regional level, there is a need to strengthen the role of: the Africa Union (AU); the Africa Group of Negotiators (AGN); Regional Economic Communities (RECs), and Pan-African and regional parliamentary bodies. The AGN needs to be provided with sufficient data on climate finance in Africa in order to effectively participate in the global climate negotiations and relevant Convention Committees, such as the Standing Committee on Finance. This will be pivotal for leveraging additional climate finance for impactful climate action in Africa.

It is also important for UNDP to support the exchange of lessons learned and experiences across Africa and other regions in the world to ensure such experiences are informing one another, and creating an effective 'community of practice' for climate change finance to support progress in this field for the years ahead. UNDP will also focus on developing and implementing tools such as Climate Public Expenditure and Institutional Review (CPEIR) for effective access and governance of climate finance.

Climate change phenomena, such as droughts, floods, cyclones directly and indirectly threaten the full and effective enjoyment of a range of human rights by people throughout the world, including the rights to life, water and sanitation, food, health, housing, self-determination, culture and development. Strengthening national climate finance governance is aimed at ensuring effective climate mitigation and adaptation for minimal infringement of climate-sensitive social and cultural rights. This project will adopt a Human Rights Based Approach (HRBA). It will empower the duty bearers (Ministry of Finance and Economic planning) to effectively conduct their duties in ensuring that planning, budgeting and review processes are climate sensitive and reduce vulnerability of the national economy and citizens. It will strengthen capacities of key line Ministries that deal with sectors most affected by climate change, Agriculture, Water, Health, Environment to inculcate national adaptive capacity. Accountability entities such as Parliament, Auditor General and rights holders such as civil society, in particular women grass root groups and Private Sector, are empowered to have voice and to make Government accountable and transparent in terms of reducing climate vulnerability through effective national climate finance governance.

III. RESULTS AND KEY OUTPUTS

a. *Expected results*

This initiative will provide substantial capacity development, technical and advisory support to select African countries to strengthen their national climate finance governance systems for improved use of, and access to, climate finance; UNDP will support these countries to implement the Paris Agreement and their Nationally Determined Contributions (NDCs) to ensure inclusive, resilient and sustainable development. The objectives of this project will be made possible through the application of a tried and tested UNDP tool – the gender-sensitive and poverty-focused ‘Climate Public Expenditure and Institutional Review (CPEIR)’.

This tool will allow for the full integration of climate finance into public financial management systems (PFMS), as well as the mainstreaming of national development planning and budgeting processes – a clear development challenge that Africa is grappling with. The CPEIR methodology has been successfully applied in the Asia Pacific region, and it is appropriate to replicate and scale-up in African countries – using the lessons learnt from the Asia-Pacific experience to inform the design and implementation of this project. UNDP generated a number of useful knowledge products from the CPEIR work in Asia, including a [lessons learnt report](#) and a dedicated site on [Climate Change Finance Governance to Benefit the Poor and Vulnerable in Asia Pacific](#).

The CPEIR methodology provides a strong analytical basis to inform how budgetary allocations should be redirected, and/or realigned over time for climate-sensitive and sustainable development - including how domestic and international public, multilateral, private and alternative climate finance instruments and mechanisms can be blended for transformative impact.

This initiative will enable African countries to:

- Better track and report on their financial expenditures to meet conditional and unconditional mitigation and adaptation components as stated in their NDCs; this will demonstrate Africa’s commitment to implementation of the Paris Agreement and strengthen the negotiation capacity of the Africa group in global climate negotiations;
- Better attract and utilize global and private climate finance. Demonstration of domestic co-financing is crucial for leveraging other sources of climate finance; it is vital to anchor efforts in national frameworks to ensure that global sources of finance are fully integrated in national systems, and support national priorities rather than stand-alone interventions;
- Better prioritize climate actions informed by the climate public expenditure review;
- Better target poor and vulnerable districts;
- Enhance gender mainstreaming in climate actions;
- Enhance transparency on resource allocations and management; and
- Foster more coherent, coordinated, collaborative and cooperative climate action.

The project has four components:

Output 1: Enhanced transparency and accountability on resource allocation and expenditure towards gender-responsive climate investments that reduce poverty and vulnerability.

Climate Public Expenditure Reviews will generate useful data and information; it will reveal where climate investments are currently being directed by national governments and/or local authorities. The availability of such information and improved access to climate-related public expenditures by relevant stakeholders (CSOs, donors, private sector) will promote greater levels of government transparency. This information can then be used for continual improvement of planning and budgeting systems aimed at reducing poverty, inequality and vulnerability - thereby further enhancing the governance of climate finance.

Watchdogs at national and regional levels will be constituted and/or supported to ensure that governments are indeed redirecting national budgets towards reducing poverty, inequality and vulnerability; the availability of such information will allow them to use it for advocacy purposes. This output, therefore, will also strengthen CSOs, including women's organizations, media and government bodies - such as the judiciary, relevant parliamentary portfolio committees, and supreme audit bodies - to ensure that governments are accountable. Information, education and communication (IEC) capacity of accountability bodies will be supported in taking the agenda of improved climate finance governance forward. In particular, this initiative will ensure that women's organizations are empowered as agents of change in view of the gendered impact of climate change in Africa.

African countries will learn from one another, from the Asia-Pacific region and other relevant countries on a wide range of issues, including establishing and maintaining climate and budget transparency civil society networks, and other continental/sectoral transparency initiatives. The Extractives Industries Transparency Initiative (EITI), for example, is well-developed and some lessons could be learnt from it. The information revealed by CPEIRs will be important for donors and the private sector alike, as they can see where the climate finance gaps exist and possibly fill those gaps depending on their interests. This output will be achieved through the implementation of the following three activities:

- **Activity 1.1** Generate knowledge and evidence on public climate finance in Africa through stocktaking, mapping and dialoguing.
- **Activity 1.2** Train oversight bodies, media, and CSOs (women's organisations, NGOs, parliament, judiciary and audit bodies) to promote accountability and advocacy, and to sensitize the private sector.
- **Activity 1.3** Promote grassroots and women participation in planning, budgeting and expenditure review processes, and sensitize the private sector.

Output 2: Increased national capacity for integrating climate finance in public finance systems.

Climate public expenditure and institutional reviews (CPEIRs) will be undertaken and various tools for tracking and integrating climate finance in national budgets/expenditures will be developed. Training on CPEIR and related tools on integrating and tracking climate finance with public finance management systems - including monitoring and evaluation (M&E) - will be supported for Ministries of Finance/Economic Planning, Ministries of Gender/Women's Affairs, Inter-Ministerial Climate Change bodies, and key line Ministries, such as agriculture, water, health, local government. Sensitization of relevant parliamentary portfolio communities, the judiciary, national audit bodies CSOs and the private sector, in particular, financial institutions, such as local banks and insurance companies to strengthen government transparency and accountability, and to mobilize domestic resources.

Most countries in Africa already have climate policies and plans in place, but they need to develop comprehensive financing plans. Technical assistance from regional and global experts will be provided to develop/review such climate financing frameworks that are gender sensitive, pro-poor

and aimed at achievement of SDGs. The programme will build upon ongoing efforts in Africa aimed at enhanced participation of relevant stakeholders in national and local planning and budgeting processes.

The programme will develop national capacities for quantifying and reporting on climate-related expenditures in national budgets as a baseline for future and continuous analysis. This will assist countries to assess the level of efforts being made in national climate responses, and hopefully prompt them to devise strategies for scaling-up access and delivery of climate finance. Partnerships will be mobilized for accelerated climate action to deliver on National Determined Contributions (NDCs). Knowledge generated from this output will feed into regional and global dialogues/negotiations on the role of domestic budgets in financing NDCs/other climate actions, and enabling direct access and cross-regional cooperation. The following activities will be implemented:

- **Activity 2.1** Conduct and implement CPEIRs at sector/local/national levels.
- **Activity 2.2** Train Ministry of Finance/Planning, relevant line Ministries including Ministry responsible for Gender and Women Affairs, Inter-Ministerial climate change machinery, and local authorities on integrating and tracking climate finance within public finance management systems (PFMS), including M&E.
- **Activity 2.3** Provide technical assistance on effective climate finance governance and direct access to global climate finance to key Ministries and local authorities for achievement of gender, poverty and SDG goals.

Output 3: Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa.

This initiative will strengthen regional bodies - mainly the AU, the AGN, and RECs in order to institute a regional approach to climate finance governance. Regional accountability bodies such as the Pan-African Parliament, sub-regional parliaments, regional audit bodies, CSO and women's organizations will be empowered to effectively play their respective roles.

Regional knowledge products from member country-level practice and experiences will be developed, and regional events such as trainings, policy dialogues will be organized. RECs in particular are key drivers of change and they will be capacitated in order to provide demand-driven products and services to member countries and to work towards securing political commitment through key platforms, such as council of ministers or heads of states and government meetings. This will assist in scaling-up and replication beyond only the pilot countries. The following activities will be implemented:

- **Activity 3.1** Train AU, RECs, AGN and Pan-African and regional parliaments to develop and apply a regional approach to enhanced climate finance governance and country direct access of global climate finance.
- **Activity 3.2** Generate Africa regional climate finance data that informs regional policy and programmes (such as AAI & AREI) and buttresses Africa position on climate negotiations and convention reporting.

Output 4: Knowledge-exchanges on climate finance governance enabled to inform policy and regional upscaling.

Considering the scarcity of information on CPEIR experiences and lessons in Africa there is an urgent need to generate and package knowledge products, while also putting in place an interactive knowledge management system. This programme will develop in-depth country and regional case studies informed by a comprehensive stocktaking and mapping of climate finance work in Africa.

An up-to-date and interactive online CPEIR portal with specific information and links will be developed, learning from the Asia-Pacific region model. Such a portal is particularly important now, as the region begins the NDC implementation process and should be linked to the NDC Africa Hub and the NDC Partnership platforms. It could be a one-stop source of information on unconditional and conditional components of NDCs, and should generate significant traffic from several interested parties, including regional bodies, climate negotiators, governments, donors, parliamentarians and others.

Expert practitioners, such as public finance management specialists and climate finance specialists, will be mobilized from within and across regions and sub-regions to develop guidelines, standards and other useful guiding and programming documents for both regional and country-level exchanges. A regional community of practice will be established across issues of climate finance governance and strengthened through regular events such as trainings and colloquiums/academic seminars. South-South knowledge-sharing and peer-learning events will be supported.

An annual flagship report highlighting CPEIR initiative successes, networking across the region and thematic issues will be developed. The report will synthesize and disseminate research/evaluation findings using evidence and results to inform policy agendas/dialogues/negotiations at the national, regional and international stages. The following activities will be implemented:

- **Activity 4.1** develop, package and disseminate Africa knowledge products on climate finance through an interactive Africa CPEIR portal.
- **Activity 4.2** develop Annual Africa CPEIR flagship report to inform policy at national regional and global levels.
- **Activity 4.3** establish Africa community of practice and South-South knowledge exchange with Asia-Pacific, Caribbean regions, Europe and CIS and other regions including global think-tanks

b. Resources required to achieve the expected results

Outputs	Indicative budget (USD)
Output 1: Enhanced transparency and accountability on resource allocation and expenditure towards gender responsive climate investments that reduce poverty and vulnerability	3,060,000
Output 2: Increased national capacity for integrating climate finance in public finance systems and direct access to global climate finance	3,530,000
Output 3: Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa	1,065,000
Output 4: Knowledge-exchanges on climate finance governance enabled to inform policy and regional up-scaling	1,780,000
Evaluation	389,500
Programme Management Costs	3,550,000
General Management Services	1,069,960
Total costs	14,444,460

IV. GUIDING PRINCIPLES FOR THE PROJECT

a. Strong partnerships

UNDP is the traditional Government partner on economic governance and public-sector reforms and thus has comparative advantage over other partners on knowledge and experience in supporting public planning, budgeting and expenditure review processes. In comparison to other development partners, UNDP has the largest climate change portfolio of over \$2.3 billion in about 140 countries across the globe, assisting countries to access climate finance, breaking new ground and accumulating knowledge and evidence on climate change issues in all regions of the world. UNDP Asia-Pacific has the most advanced climate finance governance work and climate expenditure reviews have now been conducted in over 10 countries in Africa and has developed solid partnerships with global think-tanks working on climate finance.

Several African countries (Ethiopia, Mali, Benin, Seychelles, Mauritius, Kenya, Ghana, Rwanda, Senegal, Mozambique, Burkina Faso), UNDP Regional Hubs (Asia-Pacific and Arab States), African institutions/bodies (AU, AGN, AfDB) and RECs (SADC) were engaged in the design of the project.

This project on strengthening national climate finance governance in Africa will be implemented in partnership with the AU and the AGN. This initiative will involve extensive collaboration with international and regional development banks, including the Africa Development Bank and the World Bank. Regional and global CSOs and global think-tanks such as ODI, GIZ and BMUB have pioneered work on climate finance, however this has not generated the much-needed ownership commitment and institutionalisation by Government. These institutions will be major partners in this initiative to ensure that the effort is owned and carried forward by Governments .

The project will foster partnerships within UNDP programmes/projects, and with other UN agencies. The UNDP Regional hub for Africa and the Regional hub for Asia-Pacific will work together to implement this initiative. The Asia-Pacific hub will play a pivotal role in this initiative in light of the fact that it builds upon and tailors similar work undertaken in the Asia-Pacific region, and it will involve significant experiential learning and exchange between the two regions.

The UNDP Regional hubs will also work with similar climate finance programmes across the UN System, including: the UNDP-UNEP Poverty Environment Initiative; the global UNDP GCF readiness programme; the UNDP-GEF BIOFIN programme; and, the World Bank Climate Finance Programme. The UNDP Regional hub for Africa will also work with the UNDP HQ to bring regional experiences to the global level, and vice versa.

Some countries in Africa have already accessed the UNDP-Russia Trust Fund for NDC implementation. UNDP Addis and Istanbul Regional Hubs will work together to support African countries especially those that are not part of the UNDP Global NDC programme to access these funds.

The initiative will also involve partnering with the UN Economic Commission for Africa (UNECA). At country level, UNICEF will be a strategic partner in view of its recognized work on social inclusion, policy and budgeting.

b. Extensive stakeholder engagement

The key stakeholders for implementation at country-level include:

- Ministries of Finance/Economic Planning where the programme will be anchored;
- Key line Ministries in charge of climate-sensitive sectors - agriculture, energy, health, forestry, water, environment/climate change, Gender and Women's Affairs, local authorities and other relevant governmental or quasi-governmental institutions - both at the national and sub-national levels;
- Insurance companies, private sector investors, finance providers, business associations, small and medium enterprises, academia and CSOs, and communities;
- Key accountability entities such as the parliament, judiciary, Auditor-General's Offices and National Audit Associations, such as the Institute of Internal Auditors; government entities are of vital importance for the purposes of mainstreaming climate change in national development frameworks, and processes under the overarching framework of the SDGs;
- National- and local-level forums will need to be established/strengthened to ensure multi-sectoral and multi-disciplinary coordination, as well as participatory planning and budgeting;
- Communities exposed to disaster and climate change risks, CSOs in particular grassroot women groups and community-based organizations (CBOs) are critical partners to create demand for community-driven, participatory and inclusive climate actions - including the ability of local communities to influence the planning and budgeting processes, and for ensuring appropriate responses to the needs and priorities of vulnerable populations, and the participation of marginalized and vulnerable communities;
- The private sector, including small- and medium-enterprises, insurance companies, finance providers, business associations and other entrepreneurs will play an important role (and act as expert advisors) for the development and operation of a partnership framework, which will be instrumental for scaling-up climate action, including the forging of win-win public private partnerships.

At regional level this project will engage strongly with:

- The AU, Africa Development Bank, AGN and its regional economic communities (RECs) - ECOWAS, SADC, ECCAS, and IGAD and Pan-African Parliament, and regional parliamentary bodies;
- Other intergovernmental organizations that are supporting climate change and DRR, especially in proposed activities that will foster the South-South cooperation, action research and advocacy work-streams is important; supporting mutual aid schemes among neighboring countries is essential to identify the financing options for transboundary hazards, and in order to integrate disaster and climate risk into regional economic integration strategies.

c. Fostering South-South and Triangular Cooperation (SSC/TrC)

The project will work across Africa and Asia-Pacific regions on a number of interrelated elements, including: strategies for climate-responsive budget reforms at national and sub-national levels; CPEIR tools; and, strengthening regional approaches to climate change. The initiative will make considerable investments in utilizing best practices, regional and global network of experts and

communities of practice on an intra-regional and inter-regional level, and among countries. Research and evidence on good on-the-ground practices as well as lessons and challenges will be captured and disseminated at the national and regional levels.

d. Effective knowledge management

The following knowledge products and knowledge-sharing mechanisms will be supported:

- Comprehensive **case studies** and CPEIR lessons in Africa;
- Enhanced **information-packaging**, including an up-to date and interactive Africa CPEIR online portal;
- **Expert practitioners** mobilized from within and across regions and sub-regions to develop guidelines, standards, for both regional and country-level change;
- Regional **community of practice** networks established across issues of climate finance governance and strengthened through regular events, and trainings;
- Regional **exchange workshops** between Africa, Asia-Pacific region, Europe and CIS and other regions, including learning tours particularly for Ministries of Finance/Economic Planning;
- Annual flagship report highlighting CPEIR initiative success, networking across African countries and themes, synthesizing and disseminating research/evaluation findings, using evidence and results to inform **policy agendas** on the national, regional and international stage.

e. Sustainability and ‘scaling-up’

One of the core principles of the project is sustainability of its results. Domestic budget reforms for transformative and ‘scaled-up’ climate action is a long-term process that must be sustained, regardless of changes that may occur, such as staff turn-over or political changes. The proposed project incorporates sustainability measures in its design as indicated below:

- Climate finance work that is anchored in national and sub-national planning and budgeting systems;
- A country-led, multi-stakeholder process that will enhance buy-in, engagement and ownership;
- Institutionalization of developed capacities, systems and mechanisms that build on existing platforms to avoid duplication;
- Linkages to international climate finance mechanisms, capacity for direct access of global climate finance and global climate negotiations structures and platforms;
- Instituting a cost-sharing mechanism among stakeholders, particularly efforts to increase government cost-sharing to ensure commitment, ownership and sustainability;

- The use of peer-learning and South-South, S-N-S mechanisms, evidence and results to maximize potential of the programme within and between countries, as well as both regionally and globally;
- Linking regional and technical experts and facilitating exchange programmes;
- Robust outreach and communications strategy to engage stakeholders and to adequately inform development partners; and
- National as well as subnational intervention to promote scaling-up.

The above sustainability strategies can be further improved during the inception phase.

V. RISKS AND ASSUMPTIONS

This Africa CPEIR project is considered low risk for several reasons:

- First the **Paris Agreement** has gathered political momentum and there is some sense of urgency on implementation. Countries are keen to sustain this momentum and climate finance is central to implementation of the agreement.
- Second, this programme has **high-level political buy-in** from the AU and the AGN. The AGN is keen to have reliable data and information on climate finance in Africa to facilitate scaling-up climate finance for the continent and to ensure that it is in tandem with Africa's development priorities.
- Third, the Africa programme is a **replication/adaptation of a successful CPEIR programme** implemented over a number of years by the UNDP Regional Bureau for Asia-Pacific. UNDP has 'learnt the ropes' and gathered sufficient experience and lessons particularly on the methodology and its application. Detailed risk analysis has been carried out and the most significant risks are summarised alongside mitigation actions below.
- Fourth, some countries such as **Kenya, Ghana, Mozambique, and Burkina Faso** have already conducted CPEIRs or similar expenditure reviews, so it should be relatively simple to get buy-in from 'starter countries' as they learn from their peers.

The project will make use of the project board, monthly and annual reviews to check on risks and mitigation actions as well as using regular dialogue between SIDA and UNDP to track progress.

Given that certain risks still exist, mitigations actions are proposed in case such risks do occur:

Risk ⁱ	Impact	Probability	Mitigating Action
Ministries of Finance unwilling to allow scrutiny of public accounts and Ministries of Finance lack project management capacity, they are rarely implementing partners of UN projects but generally play the oversight role.	2	3	The proposed programme will start with intensive training of Ministry of Finance, other relevant Ministries, cross-ministerial committees and Office of the President and Cabinet where necessary, with the possibility of bringing a trainer from other African countries and Asian countries. This should build the right understanding, trust and capacity.
Policy reversal with change of governments. Reform process may not be sustained if a new government takes over. Government may also lack the capacity to fulfill it envisaged roles	1	2	This risk would have minimal impact on project targets due to the fact that the programme is anchored in governments' planning and budgeting processes and identifying domestic finance that is related to climate change. It also aims to strengthen systems for tracking and monitoring the impact of that finance on climate change. The programme deals primarily with technical arms of government rather than political structures. In a few cases where technical public servants are affected, then the programme ensures a sufficient budget that allows retraining

Key regional institutions have competing priorities and limited capacity to address climate finance in policy dialogues and advocacy.	2	2	Selection criteria will include willingness to engage, and potential for implementing climate finance work with member countries. Some RECs in Africa are already engaged and are working with governments and parliaments, so this should be low risk. Some are pursuing accreditation to global funds, have a pipeline portfolio of potential transboundary/regional projects, or are developing regional climate investment plans, so this should be low risk. A capacity development plan will be developed and implemented for participating countries and regional entities and external resource persons will be used in policy dialogues and advocacy efforts, if needed.
Continued donor and international pressure to establish stand-alone climate change projects leading to poorly coordinated and overlapping international assistance.	2	2	The project will invest in strengthening the coordination of climate change finance through support to (i) existing coordination structures in-country (such as technical and sector working groups); (ii) regional coordination (through performing a secretariat function and regular coordination meetings); and (ii) globally through contributions to UNFCCC, SDGs and Sendai Framework for DRR. The process of developing climate financing frameworks under this project will foster good collaboration among various actors.
There a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups - women, from fully participating in decisions that may affect them Women may not be sufficiently represented in training sessions and in the national budget and expenditure review processes	2	2	This project aims to ensure that women's groups and women are mentioned as specific target groups both at, activity and indicator levels so that they are not missed during implementation and reporting of project results. The following activities will be implemented to mitigate the risk: Activity 1.2 Train oversight bodies, media, and CSOs (women's organisations, NGOs, parliament, judiciary and audit bodies) to promote accountability and advocacy, and to sensitize the private sector. Activity 1.3 Promote grassroots and women participation in planning, budgeting and expenditure review processes, and sensitize the private sector.

/ Impact is 1-5 (1-negligible; 2-minor; 3-moderate; 4-severe; 5-critical)

Probability is 1-5 (1-slight; 2- not likely; 3-moderately likely; 4-highly likely, 5-expected)

VI. PROJECT MANAGEMENT

a. Cost efficiency and effectiveness

The project is a replication and adaptation of the UNDP-Asia-Pacific Climate Finance Governance Initiative. The strategy of replication/adaptation will save on costs as the project will benefit from the Asia-Pacific experience. The Africa programme will utilize ‘tried and tested’ knowledge and resources, thereby avoiding pitfalls, and saving on time and costs.

The project will balance ‘starters’ and advanced implementers. Countries such as Mozambique, Kenya and Ghana already have some substantive public climate finance activities underway, and this project will fill the gaps, whereas the other countries, such as Senegal, Benin and Mali are only just beginning. This balance is important in order to ensure quick start-up and accumulation of good practices from more experienced countries; this will reduce the investment needed for project start-up in countries that are new to the CPEIR concept. It will also help with ensuring quick government ‘buy-in’, since starter countries interact with advanced peers. Regional exchange workshops will be held not only for implementing countries in Africa and Asia-Pacific, but for all African countries that demonstrate interest in strengthening the governance of climate finance. This will hopefully lead to some ‘self-starters’ who will start rolling out the programme on their own, using their own resources.

This project will use a ‘portfolio management’ approach that brings together all development partners working on climate finance in Africa, such as the World Bank, ODI, GIZ and others; UNDP will fill in any gaps following a thorough assessment of the participating country in question, and through learning from other finance programmes such as those managed by the World Bank, AfDB, BIOFIN, the Poverty Environment Initiative and Gender Budgeting. Joint monitoring, evaluation, and training will be implemented where necessary for cost effectiveness.

A detailed theory of change analysis for each country will be developed during the project inception phase to arrive at the most cost-effective and comprehensive option to deliver the desired results.

b. Project management

At the regional level, the UNDP Regional Service Centre for Africa will host the project secretariat.

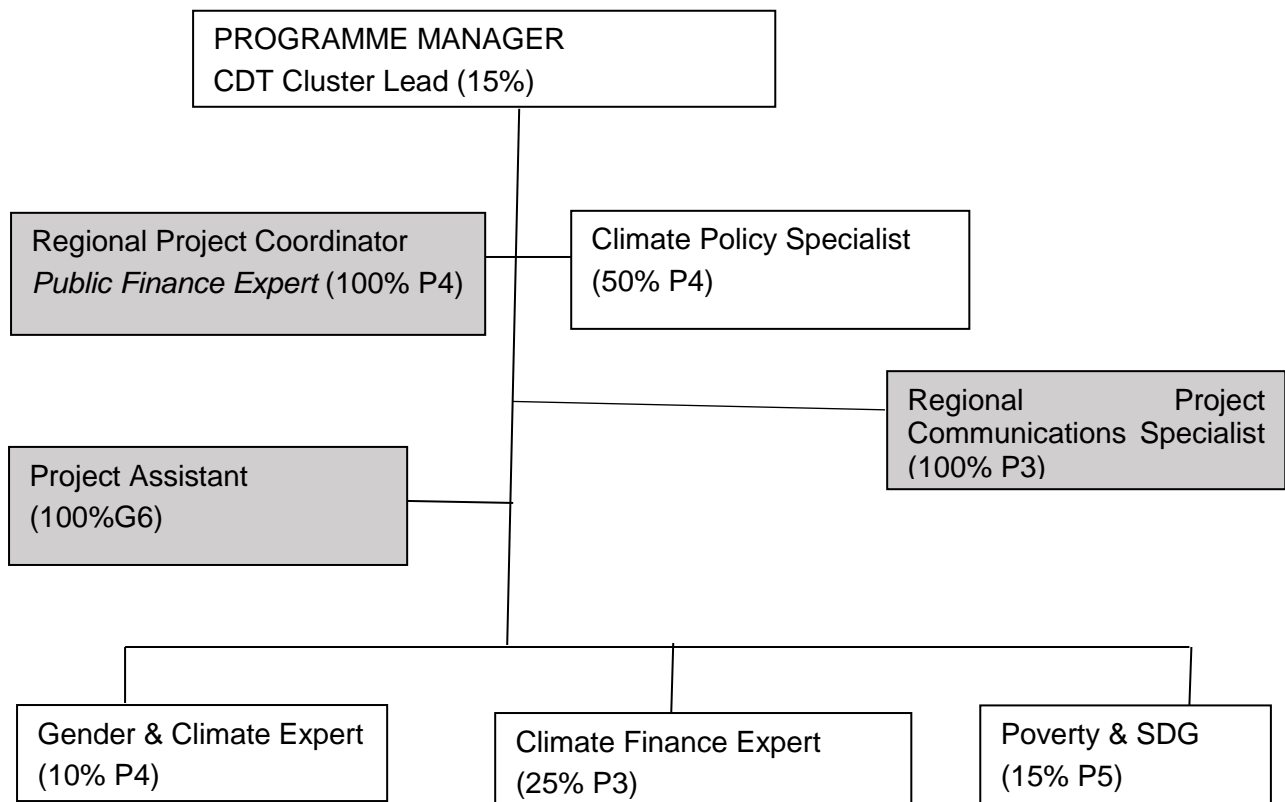
- UNDP-RSCA will provide the multi-disciplinary team of governance, gender, poverty, SDG and climate policy experts, as well as administrative support;
- The project will recruit a regional project coordinator (a public finance expert) a regional communication specialist and a project assistant (see Annex III, IV and V for project staff detailed terms of reference);
- The UNDP project implementation structure will be very lean, drawing mostly on existing core staff from the multi-disciplinary team who will contribute a percentage of their staff time to the project (see Fig. 1);
- Overall guidance of the project will come from the UNDP-RSCA Regional Director, and the Climate and Disaster Team Leader. The Climate Policy Expert will manage the project on a day-day basis working closely with the project staff (Regional Project Coordinator and Regional Project Communication Specialist and Project Assistant), and core UNDP staff involved in the project (Poverty and SDG, Climate Change and Gender experts);

- The Regional project coordinator will maintain frequent contact with the donors, AU, RECs AGN and participating countries, through formal meetings and regular dialogue.

At country level:

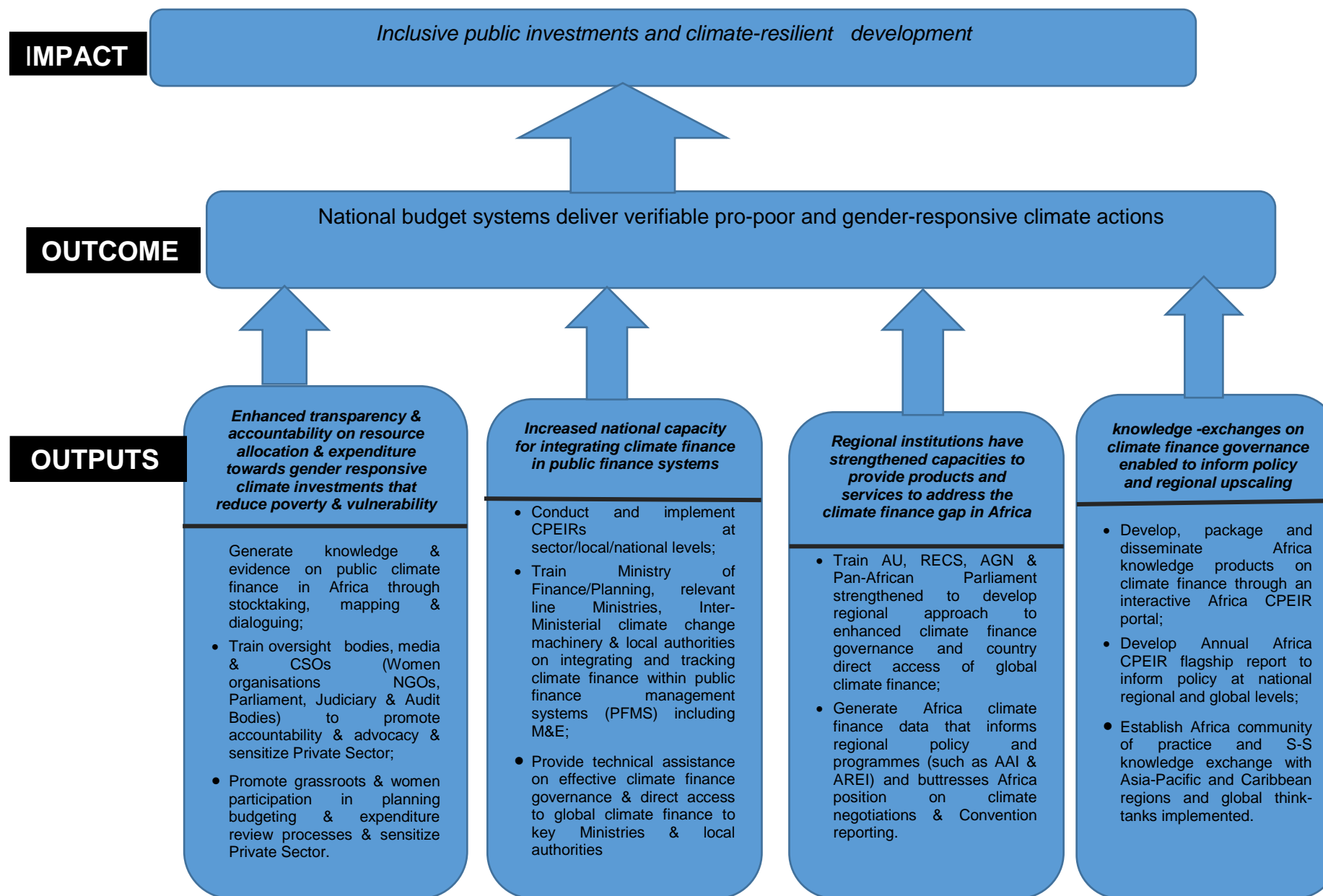
- UNDP Country Offices will provide the day-day oversight, working closely with the implementing Ministries;
- Country Offices will play a significant role in determining the project structure at national level;
- In countries where there is ongoing climate finance work, this project will be implemented through existing structures;
- Field consultations will be conducted during the project inception phase to elaborate upon tailored project management arrangements for each county, as well as sharpening project activities and structures;
- More conclusive country budgets will also be determined during project inception based on the budget estimates provided, including details of direct project costs, any staffing needs at the national level and other support services.

Figure 1: Project implementation structure



**The shaded boxes indicate staff to be hired under this project (3) and the clear boxes show existing core UNDP staff that will contribute staff time towards successful implementation of the project*

Figure 2. Schematic diagram of the theory of change



VII. RESULTS FRAMEWORK

Intended Outcome as stated in the Africa Regional Programme Results and Resource Framework: Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation

Outcome/output indicators as stated in the Africa Regional Programme Results and Resources Framework, including baseline and targets:

Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation

Indicator: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production

Output 2.3: RECs & AGN have strengthened technical capacities to implement Paris Agreement

Indicator 2.3.1: Number of regional policies and strategic actions using the Africa Adaptation Initiative (AAI)

Baseline: TBC

Target: TBC

Data source: RECs and AGN

Frequency: Annually

Output 2.6: Member states enabled to deliver on Nationally Determined Contributions(NDC) commitments

Indicator 2.6.1: Number of relevant actors using the Africa Sustainable Energy De-Risking Facility (A-SEDF)

Baseline: 0

Target: TBC

Data source: A-SEDF

Frequency: Annually

Applicable Output(s) from the UNDP Strategic Plan:

Tier 2, Outcome 2: Accelerate structural transformations for sustainable development

Output 2.3.1: Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

Indicator: Number of countries with data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation

Project title and Atlas Project Number: Strengthening Climate Finance Governance in Africa to Reduce Poverty, Inequality and Vulnerability

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year 2018	2019	2020	2021	2022	
Output 1 Enhanced transparency and accountability on resource allocation and expenditure towards gender responsive climate investments that reduce poverty and vulnerability	1.1 # of people (sex-disaggregated) that participated in training events to enhance transparency & accountability	Workshop reports	0	0	12	7	6	0	Desk review
	1.2 # of policy dialogues with CSOs, Private Sector, Parliament & Audit Bodies	Meeting reports	0	0	2	2	1	1	Desk review
	1.3 Level ⁴ of engagement of local authorities, grassroots & women	Meeting reports	0	0	6	6	6	0	Field missions/interviews
	1.4 extent ⁵ to which data & information on Government budget & expenditure is available & accessible to decision-makers, relevant stakeholders and donors ⁱ	Budget reports	0	0	2	4	6	6	Desk review/field monitoring/interviews
Output 2 Increased national capacity for integrating climate finance in public finance systems	2.1 # of reports showing gender-sensitive climate related investments and country-specific tools being implemented	Country reports	0	0	0	2	4	6	Desk review
	2.2 # of country-level climate change financing frameworks developed	Country reports	0	0	2	3	4	6	Desk review/website visits
Output 3 Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa	3.1 # of regional events on domestic climate finance and poverty-gender impact	Regional reports	1 SADC PF	0	2	3	3	2	Desk review
	3.2 # of regional level products developed to assist member countries bridge the climate finance gap	Regional reports	0	0	1	2	2	2	Interviews/field monitoring

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.

⁴ 1= Unsatisfactory; 2= Moderately satisfactory; 3= Highly satisfactory

⁵ 1 = None; 2=Rarely; 3=Occasionally; 4= All the time

Output 4 Knowledge-exchanges on climate finance governance enabled to inform policy and regional upscaling	4.1 # of S-S knowledge sharing & peer-learning events	Workshop reports	0	0	2	4	6	2	Desk review
	4.2 Interactive Africa CPEIR portal in place	Project reports	0	0	1	1	1	1	Website visits
	4.3 # of Africa annual flagship reports produced	CPEIR website (UNFCCC) reports	0	0	1	2	3	4	Desk review

VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.		1,570,000
Monitor and manage risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk-log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk-log is actively maintained to keep track of identified risks and actions taken.		389,500
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners, and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		165,000
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.		-
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.		-
Project Report	A progress report will be presented to the Project Board and key stakeholders	Annually, and at the end of the		Project participating	-

	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 an evaluation or review of reports prepared over the period.	project (final report)		countries	
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 life of the project. In the project's final year, the Project Board will 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 audience.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	AU, AGN, RECs, participating countries	40.000

Evaluation plan

Evaluation title	Partners (if joint)	Related Strategic Plan output	RPD Outcome	Planned completion date	Key evaluation stakeholders	Cost and source of funding
Mid-term evaluation	AU, Donors	Output 2.3.1	Outcome 2	March 2019	Government, CSOs, parliament, Audit Office, private sector	US\$232,125
End of project evaluation	AU, Donors	Output 2.3.1	Outcome 2	October 2020	Government, CSOs, parliament, Audit Office, private sector	US\$232,125

IX. MULTI-YEAR WORK PLAN

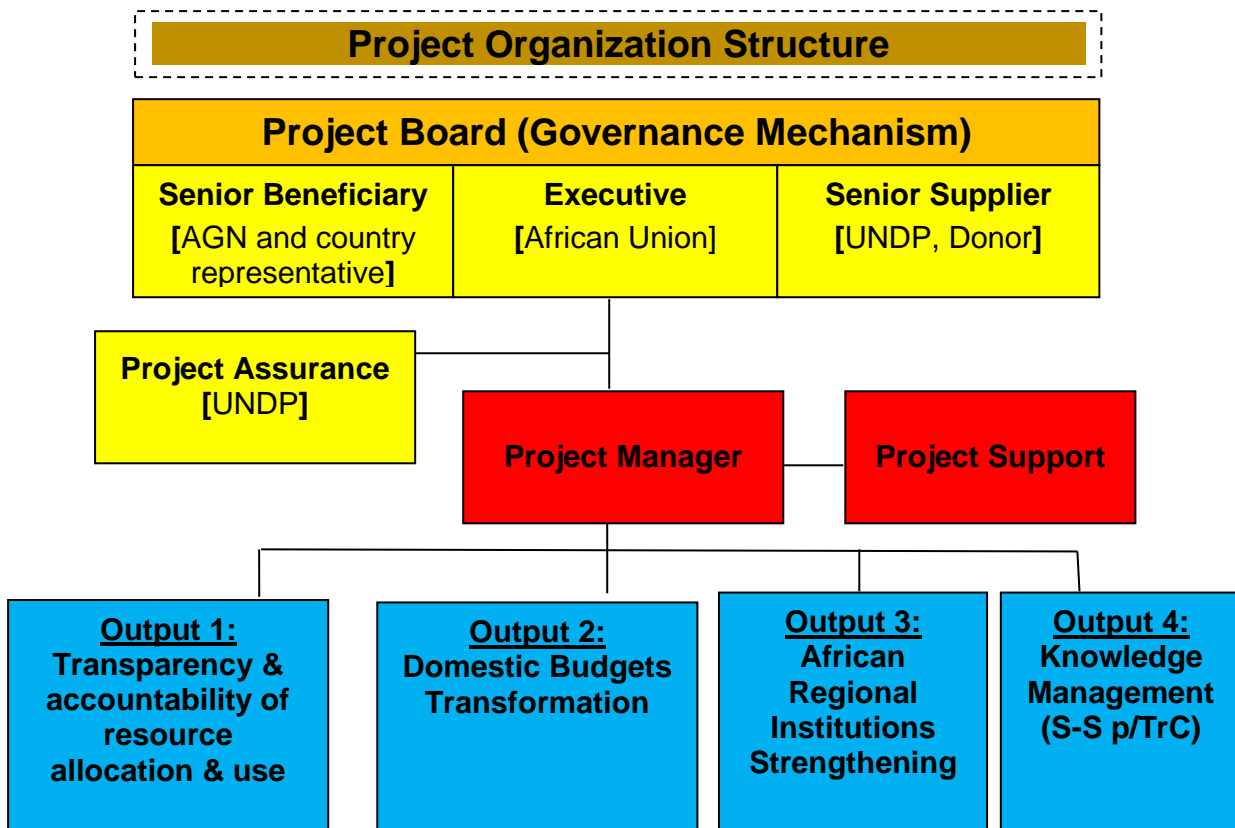
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount USD
Output 1: Enhanced transparency and accountability on resource allocation and expenditure towards gender responsive climate investments that reduce poverty and vulnerability <i>Gender Marker: GEN2</i>	1.1: Generate knowledge and evidence on public climate finance in Africa through stocktaking, mapping and dialoguing	200,000	350,000	140,000	50,000	UNDP	Donor, UNDP	Meetings, Travel, Consultants Printing	740,000
	1.2: Train oversight bodies & civil society to promote accountability and advocacy (Women organisations, NGOs, Media, Parliament, Judiciary and Audit Bodies) & sensitize Private Sector	450,000	250,000	120,000	70,000	UNDP	Donor, UNDP	Meetings, travel, consultants	890,000
	1.3: Promote grassroots & women participation in planning budgeting & expenditure review processes	300,000	180,000	180,000	50,000	UNDP	Donor, UNDP	Meetings, travel	710,000
	Monitoring, reporting and communication	180,000	180,000	180,000	180,000	UNDP	Donor, UNDP		720,000
	Sub-Total for Output 1								3,060,000
Output 2: Increased national capacity for integrating climate finance in public finance systems <i>Gender Marker: GEN2</i>	2.1: Conduct and implement CPEIRs at sector/local/national levels.	750,000	450,000	450,000	150,000	UNDP	Donor, UNDP	Meetings, consultants	1,800,000
	2.2: Train Ministry of Finance/Planning, relevant line Ministries, Inter-Ministerial climate change machinery & local authorities on integrating and tracking climate finance within public finance management systems (PFMS) including M&E	420,000	200,000	120,000	30,000	UNDP	Donor, UNDP	Meetings, consultants	770,000

	2.3: Provide technical assistance on effective climate finance governance & direct access of global climate finance to key Ministries & national entities	-	60,000	150,000	30,000	UNDP	Donor, UNDP	Meetings, consultants	240,000
	Monitoring, reporting & communication	180,000	180,000	180,000	180,000	UNDP	Donor, UNDP		720,000
	Sub-Total for Output 2								3,530,000
Output 3: Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa <i>Gender Marker: GEN2</i>	3.1: Train AU, RECs, AGN and Pan-African Parliament strengthened on a regional approach to enhanced climate finance governance and country direct access of global climate finance	60,000	155,000	130,000	30,000	UNDP	Donor, UNDP	Meetings, consultants, travel	375,000
	3.2: Generate Africa climate finance data that informs regional policy and programmes (such as Africa Adaptation Initiative and Africa Renewable Energy Initiative) and buttresses Africa position on climate negotiations and Convention reporting	150,000	170,000	80,000	50,000	UNDP	Donor, UNDP	Meetings, consultants	450,000
	Monitoring, reporting and communication	60,000	60,000	60,000	60,000	UNDP	Donor, UNDP	Meetings, consultants	240,000
	Sub-Total for Output 3								1,065,000
Output 4: Knowledge-exchanges on climate finance governance enabled to inform policy and regional upscaling <i>Gender Marker: GEN</i>	4.1: Develop, package and disseminate Africa knowledge products through an interactive Africa CPEIR portal	30,000	65,000	100,000	100,000	UNDP	Donor, UNDP	Meetings, consultants Publications	295,000
	4.2: Develop Annual Africa CPEIR flagship report developed and used to inform policy at national regional and global levels	50,000	250,000	250,000	150,000	UNDP	Donor, UNDP	Meetings, consultants, travel, printing	700,000
	4.3: Establish Africa community of practice and S-S knowledge exchange with Asia-Pacific and implement Caribbean regions and global think-tanks	15,000	120,000	120,000	50,000	UNDP	Donor, UNDP	Meetings, consultants, travel, publications	305,000

	Monitoring, reporting and communication	120,000	120,000	120,000	120,000	UNDP	Donor, UNDP		480,000
	Sub-Total for Output 4								1,780,000
Project Management									3,550,000
Evaluation									389,500
General Management Support (8%)									1,069,960
TOTAL BUDGET									14,444,460
UNDP contribution									500,000
Total Funding Request									13,944,460

***UNDP programme and operation policies and procedures (POPP) will be followed for implementation of the workplan and budget**

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The roles of the Board members shall be in line with the PRINCE2 methodology for project management for transparency and accountability. The Board shall have the Executive, Senior Supplier, Senior User and Project Manager Roles.

Executive role

The Executive is the key decision maker with advice and commitment from the other Board members. The AU and UNDP-RSCA (Senior Manager) will assume the Executive role for the CPEIR programme with the following specific roles;

- Chair programme board meetings;
- Directly supervising the programme Secretariat (Programme staff);
- Approve work plans and budgets;
- Ensure that there is a coherent programme organizational structure and logic set of plans (work plans and contingency plans if necessary);
- Oversee development of progress reports;
- Ensure that any proposed changes of scope, cost or timescales are checked against intended results;
- Monitor and control the progress of the programme at a strategic level;
- Approve end of programme report and lessons learnt report and disseminate findings;
- Approve programme closure notification;
- Ensure that risks are being tracked and mitigated as effectively as possible; and

- Ensure dissemination of results to the appropriate stakeholders at national, global and international levels.

Senior Supplier role

The senior supplier role represents the interests of those designing, developing, implementing, procuring, testing, operating and maintaining the programme products including technical support to the programme. The Senior Supplier role has authority to commit staff and financial resources. In this programme the Senior Supplier shall be assumed by the donors and UNDP-RSCA. The specific role of the entities will be:

- Authorise expenditures at various levels;
- Make sure that progress towards the outcome remains consistent from the donor/funding agency perspective;
- Ensure that staff and financial resources, including technical support required for programme implementation are made available;
- Promote and maintain focus on desired programme outcomes from a supplier perspective;
- Arbitrate on, and ensure resolution of any supplier/vendor or resource conflicts;
- Contribute opinions from a supplier perspective on Programme Board decisions;
- Approve terms of reference and/or product technical specifications;
- Broker strategic partnerships for programme delivery, additional resources and policy/practice influence; and
- Monitor any risks.

The UNDP has a special role of authorising annual and quarterly expenditures and convening annual and terminal tripartite meetings where donor/funding agencies, implementing ministries and beneficiary representatives deliberate on programme progress.

Senior User role

The Senior User role is responsible for specifying the needs and priorities of programme beneficiaries, and for confirming whether the suppliers or the programme itself have indeed achieved the stated products/results to their satisfaction. The AGN, participating government ministries, and UNDP Country Offices will assume the Senior User role in the Programme Board. The country representation in the Programme Board can be on a rotational basis. Senior Users are responsible for committing the user contribution (cash or in-kind), and monitoring programme delivery. The specific roles are:

- Ensure the desired outcomes of the programme are specified from a beneficiary perspective;
- Make sure that progress towards outcomes required by the beneficiaries remains consistent from a beneficiary perspective;
- Ensure that cash or in-kind beneficiary contributions, such as community contributions at grassroots level, office space, staff secondment, land and others are made available for the success of the programme in implementing countries;
- Promote and maintain focus of the desired programme outcome from a beneficiary perspective;
- Evaluate and approve technology specifications that will affect beneficiaries directly, including making sure they meet beneficiaries' requirements;
- Brief, advise and seek opinions of beneficiaries on all programme matters through various forums;
- Resolve any conflicts on the part of programme beneficiaries;

- Monitor any risks to the beneficiaries;
- Provide programme beneficiaries' view on post-project arrangements to ensure sustainability of programme results; and
- To be fully representative of all the interests of the different beneficiary groups that they represent.

Project Manager Role

The Project Manager (herein referred to as Regional Project Coordinator) role is described in detail in Annex III. Appointment of the Regional Project Coordinator shall be approved by the Project Board.

Meetings

- The Regional Project Coordinator in liaison with the administration staff is responsible for preparing a schedule of board meetings;
- The Board will be co-chaired by the AU and UNDP-RSCA;
- The Board will meet two times a year (biannually) to review the progress of the climate change programme. A small group comprising the Ministries of Finance/Economic Planning and Climate Change /Environment and UNDP may be established to attend to diverse matters that require attention in-between board meetings;
- In addition, the Board will meet immediately after the programme inception workshop;
- Any 2 board members or the Chairman alone can request an additional Board meeting if circumstances require; and
- The Regional Project Coordinator will prepare minutes of board meetings.

XI. LEGAL CONTEXT AND RISK MANAGEMENT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA’s for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

RISK MANAGEMENT STANDARD CLAUSES

Global and Regional Projects (under UNDP implementation/DIM)

1. 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. 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. 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 this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the 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 this Project Document.
3. 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>).
4. 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.
5. 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.

ANNEXES

ANNEX I: Annualized Programme Budget

EXPECTED OUTPUTS	Planned Budget by Year				TOTAL	Expected main costs
	Y1	Y2	Y3	Y4		
Output 1: Enhanced transparency and accountability on resource allocation and expenditure towards gender responsive climate investments that reduce poverty and vulnerability.	1,130,000	960,000	620,000	350,000	3,060,000	CPEIR reports - printing, dissemination, advocacy, Preparation of policy briefs, enhancing capacity of oversight bodies, media, NGOs, grassroots to play their roles, Africa-specific case study development and advocacy.
Output 2: Increased national capacity for integrating climate finance in public finance systems and direct access to global climate finance	1,350,000	890,000	900,000	390,000	3,530,000	Conducting CPEIRs at national and local levels, capacity building of key line Ministries, national treasury, Agencies, budget approval/expenditure review public hearings participation
Output 3: Regional institutions have strengthened capacities to provide products and services to address the climate finance gap in Africa.	270,000	385,000	270,000	140,000	1,065,000	AU, RECs, regional parliaments training, RECs climate finance meetings with member countries, support RECs to develop climate finance strategies, technical assistance for direct access.
Output 4: Knowledge-exchanges on climate finance governance enabled to inform policy and regional upscaling	215,000	555,000	590,000	420,000	1,780,000	Africa CPEIR Annual flagship report -research, production, printing, dissemination, launch side event at COP24 and annual events in 2019/20 including as agenda item on high level dialogue meetings (AGN, AMCEN, CAHOSCC), 2 global exchange meetings expected. Africa CPEIR portal development
Project Management (Regional)	887,500	887,500	887,500	887,500	3,550,000	personnel costs calculation as per ICSC rules
Evaluation (Regional)	-	194,750	-	194,750	389,500	Mid and end term evaluation of country and regional components
General Management Support	267,490	267,490	267,490	267,490	1,069,960	Averaged out figure
TOTAL BUDGET	4,119,990	4,139,740	3,534,990	2,649,740	14,444,460	

ANNEX II: Terms of Reference for the Project Board

Overview

The “Strengthening National Climate Finance Governance Systems to Reduce Poverty, Inequality and Vulnerability in Africa” project will be directed by a Project Board. The primary task of the board is to set the policies and provide operational, institutional and political guidance and direction of the UN supported climate finance governance project to ensure that it remains within the agreed framework. The Board also provides guidance to the entire project outputs and facilitates communication of project support from the public, private sector, government and the donor community and vice-versa. The Board shall also provide overall strategic vision for the direction of the programme, working closely with UNDP and participating Government Ministries. With these main objectives in mind, the Board regulates its own procedures.

Membership

Membership should be as indicated in the project organizational structure as detailed in this Project Document under the Section VIII: *Governance and Management arrangements*. Observers, advisors and other participants will attend on invitation at the discretion of the board. The Regional Project Coordinator will provide secretarial support to the board. The Board business is conducted on a consensus basis. Each participating entity should appoint a focal point for the programme.

Responsibility

The roles of the Board members shall be in line with the PRINCE2 methodology for project management for transparency and accountability. The Board shall have the Executive, Senior Supplier, Senior User and Project Manager Roles.

Executive role

The Executive is the key decision maker with advice and commitment from the other Board members. The Africa Union and UNDP-RSCA (Senior Manager) shall assume the Executive role for the CPEIR programme with the following specific roles;

- Chair Board Meetings;
- Directly supervising the Secretariat (Project staff);
- Approve work plans and budgets;
- Ensure that there is a coherent programme organisational structure and logic set of plans (work plans and contingency plans if necessary);
- Oversee development of progress reports;
- Ensure that any proposed changes of scope, cost or timescales are checked against intended results;
- Monitor and control the progress of the programme at a strategic level;
- Approve end of project report and Lessons Learnt report and disseminate findings;
- Approve project closure notification;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Ensure dissemination of results to the appropriate stakeholders at national, global and international levels.

Senior Supplier role

The senior supplier role represents the interests of those designing, developing, implementing, procuring, testing, operating and maintaining the programme products including technical support to the programme. The Senior Supplier role has authority to commit staff and financial resources. In this programme the Senior Supplier shall be assumed by the donors and UNDP-RSCA. The specific role of the entities will be;

- Authorise expenditures at various levels;
- Make sure that progress towards the outcome remains consistent from the donor/funding agency perspective;

- Ensure that staff and financial resources including technical support required for programme implementation are made available;
- Promote and maintain focus on desired programme outcomes from a supplier perspective;
- Arbitrate on, and ensure resolution of any supplier/vendor or resource conflicts;
- Contribute opinions from a supplier perspective on Board decisions;
- Approve terms of reference and/or product technical specifications;
- Broker strategic partnerships for programme delivery, additional resources and policy/practice influence;
- Monitor any risks.

The UNDP has a special role of authorising annual and quarterly expenditures and convening annual and terminal tripartite meetings where donor/funding agencies, Implementing Ministries and beneficiary representatives deliberate on programme progress.

Senior User role

The Senior User role is responsible for specifying the needs and priorities of programme beneficiaries and to confirm whether the suppliers or the programme itself have indeed achieved the stated products/results to their satisfaction. The Africa Group of Negotiators (AGN), participating Government Ministries, UNDP Country Offices will assume the Senior User role in the Board. The country representation in the Board can be on a rotational basis. Senior users are responsible for committing the user contribution (cash or in-kind) and monitoring programme delivery. The specific roles are:

- Ensure the desired outcomes of the programme are specified from a beneficiary perspective;
- Make sure that progress towards outcome required by the beneficiaries remains consistent from a beneficiary perspective;
- Ensure that cash or in-kind beneficiary contributions such as community contributions at grassroots level, office space, staff secondment, land and others are made available for the success of the programme in implementing countries;
- Promote and maintain focus of the desired programme outcome from a beneficiary perspective;
- Evaluate and approve technology specifications that will affect them directly including making sure they meet beneficiaries' requirements;
- Brief, advise and seek opinions of beneficiaries on all programme matters through various forums;
- Resolve any conflicts on the part of programme beneficiaries;
- Monitor any risks to the beneficiaries;
- Provide programme beneficiaries' view on post-project arrangements to ensure sustainability of programme results;
- To be fully representative of all the interests of the different beneficiary groups that they represent.

Project Manager Role

The Project Manager (herein referred to as Regional Project Coordinator) role is described in detail in Annex III. Appointment of the Regional Project Coordinator shall be approved by the Board.

Meetings

- The Regional Project Coordinator in liaison with the administration staff is responsible for preparing a schedule of board meetings;
- The Board will be co-chaired by the Africa Union and UNDP-RSCA;
- The Board will meet two times a year (biannually) to review the progress of the climate change programme; A small group comprising the Ministries of Finance/Economic Planning and Climate Change /Environment and UNDP may be established to attend to the silent matters which require attention in-between board meetings;
- In addition, the Board will meet immediately after the programme inception workshop;

- Any two board members or the Chairman alone can request an additional Board meeting if circumstances require this;
- The Project Coordinator will prepare minutes of board meetings.

ANNEX III: Terms of Reference for the Regional Project Coordinator

Background

Climate change presents the most profound global threat to humanity in this era. As the continent that hosts small island developing states (SIDS) and the largest number of least developed countries (LDCs), Africa is the continent that is most vulnerable to the impacts of climate change. The continent already suffers from multiple stressors such as poverty, hunger and high disease burden and these are magnified by climate-induced disasters. Redirecting public finance towards a low emission climate-resilient path has the potential to leverage additional resources from other sources such as global climate funds and the private sector for scaled-up climate action. This programme will provide substantial capacity development, technical and advisory support to select African countries to strengthen their national climate finance governance systems for improved use and access to climate finance, supporting them to implement the Paris Agreement and their Nationally Determined Contributions (NDCs) to ensure inclusive, resilient and sustainable development. This will be made possible through the application of a tried and tested UNDP tool – the gender sensitive and poverty focused Climate Public Expenditure and Institutional Review (CPEIR). The tool will allow full integration of climate finance into public financial management systems (PFMS) and mainstream national development planning and budgeting processes – a development challenge that Africa is grappling with. The programme will develop national capacities for quantifying and reporting on climate-related expenditures in their national budgets as a baseline for future and continuous analysis. This will assist countries to assess the level of effort in national climate response and prompt them to devise strategies for scaling up access and delivery of climate finance. Partnerships can then be mobilized for accelerated climate action to deliver on National Determined Contributions (NDCs). The programme will be a replication of a successful UNDP-implemented Asia-Pacific CPEIR programme, so there will be cross-regional knowledge exchange and learning. The project requires the services of a seasoned public finance expert (Regional Project Coordinator) to manage implementation and ensure the delivery of intended results in Africa. The detailed terms of reference for the Regional Project Coordinator are as follows:

Duties and Responsibilities

Managerial Functions

- Oversight of programme-funded personnel and provide necessary guidance and coaching;
- Provide leadership for a technical team drawn from participating UN and donor agencies;
- Supervise and coordinate consultants on different assignments and ensure production of quality reports;
- Direct and motivate programme team.

Programme Management

- Prepare annual and quarterly work plans and budgets for the programme;
- Ensure that financial and technical progress reports are compiled on a quarterly and annual basis on activities, outputs and outcomes of the various programme components;
- Prepare donor reports in accordance with donor rules and regulations;
- Report periodically to the Board on programme implementation status, including financial status;
- Exercise the secretariat role to the Project Board and ensure that the Board is provided with all necessary documentation relating to programme implementation;
- Conduct periodic programme field monitoring visits and provide technical and operational guidance to implementing partners and beneficiaries;
- Draft Terms of Reference for Missions and Consultants;
- Under the supervision of the UNDP-RSCA and AU process commitments of resources for inputs including staff, consultants, goods and services and training;
- Ensure timely consultations with UNDP and other donor stakeholders to ensure their optimal input into the various programme processes so as to build strong and sustainable partnerships

- Coordinate the development prioritization and effective implementation of the programme's annual work plan and budget exercises, with the ability to work effectively with focal points of participating institutions, donor representatives and the programme board;
- Manage the risks including the development of contingency plans;
- Prepare end of programme report;
- Prepare Lessons Learnt report;

Technical Role

Support the development of Climate Public Expenditure and Institutional Reviews and Climate Finance Strategies and Plans in selected countries

- Lead on the implementation and strengthening of the CPEIR methodology and in particular governance/institutional analysis support in selected countries in African countries;
- Assist in the organization of country level stakeholder consultations and contribute significantly to CPEIR final report production and launch;
- Provide regional support and direct technical assistance to develop climate finance strategies and policies in Asia and Pacific countries;
- Carry out training on integrating tracking and codification mechanisms (e.g; budget code development, results indicators, expenditure classification etc;) for climate change into national systems.

Provide Capacity Development Support and contribute to Climate Change Programming Design on climate finance in Africa

- Support capacity development to establish cross government accountability mechanisms on climate finance, including assessments, secretariat support;
- Provide training for non- executive institutions with the potential roles for oversight of climate change expenditure (e.g; parliamentary committees);
- Assist in Capacity Development programmes for developing regional expertise for governance of climate change finance, including mentoring;
- Provide advice and guidance (in coordination with the Climate Change Policy Expert) in integrating governance/PFM assistance into climate change programming design teams (e.g; GCF, GEF, other global Climate Funds and other donor climate change programmes);
- Support analysis and provide advice on how governments and other stakeholders can best access sources of international climate finance that strengthen and use their own budgeting, planning and public financial management systems;
- Oversee the production of evidence of the effectiveness of climate finance in the region is shared across countries and globally; Oversight on all knowledge products;
- Analyse and recommend, in close collaboration with UNDP country offices, how best domestic and internationally financed climate change programmes can be better designed to support and progressively use country's public financial management systems.

Directing Climate Finance to the poor and vulnerable

- Review poverty incidence of climate programmes and budgets in selected countries (e.g; gender dimensions_of climate related expenditures);
- Review targeting criteria and data collection methodology for addressing climate change vulnerability in local development, social protection and disaster risk reduction programmes;
- Lead on integrating Human Rights Based Approaches into programming in local development;
- Lead on supporting pilot approaches to targeting the climate change vulnerable through social protection, disaster risk reduction and local development programmes.

Supporting Climate Change Finance initiatives regionally

- Provide overview and technical expertise in reviewing regional knowledge products which synthesize country analysis produced;
- Develop and support innovative South-South issues which strengthen climate finance in Africa learning mainly from the Asia and Pacific experiences;
- Contribute to the regional dialogues and communities of practice.

Coordination and consolidation of SDGs/Climate finance reports to support annual regional overviews of climate finance initiatives in Africa

- Support climate change finance donor coordination groups at regional levels including (i) UN agencies and by supporting (ii) UNDAF processes;
- In close collaboration with the UNDP RSCA, AU and UNECA, consolidate Africa SDGs/Climate finance reports to provide annual regional overviews.

Strategic Partnerships and Resource Mobilisation

- Maintain constant liaison with implementing institutions, UN Agencies, government institutions, bi-lateral and multi-lateral donors, private sector, civil society and other at national, sub-regional and regional levels;
- Lead efforts to build partnerships for the support of outputs indicated in the Programme Support Document;
- Research on climate funding windows and assist Government, NGOs and private sector partners to access resources in support of programme implementation and to cover any resource gaps at regional and country levels;
- Identify opportunities and areas eligible for climate finance readiness support e.g; GCF readiness and mobilise the necessary co-financing from Government, donors and other partners to best leverage project resources;
- Mobilizes external partnerships to support programs and activities.

Knowledge Management

- Keeping abreast of climate change negotiations, following climate finance issues in particular and advising relevant partners of any implications on the project;
- Organise periodic climate finance stakeholder dialogue workshops;
- Guide the development and implementation of the national climate change communication strategy;
- Document lessons learned and best practices;
- Access global best practices, share them with other local and international stakeholders and ensure incorporation into the programme planning stages;
- Ensure programming is informed by programme audit and evaluation findings, formulating a detailed action plan for implementation of audit/evaluation recommendations.

Competencies

- Demonstrates strong oral and written communication skills, including presentation skills;
- Seeks and applies knowledge, information, and best practices;
- Possesses an ability to undertake results-based management and reporting, and to produce high-quality outputs in a timely manner while understanding and anticipating evolving needs;
- Possesses an ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects;
- Builds strong relationships with stakeholders, focuses on impacts and results for the stakeholder and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Remains calm, in control and good humoured even under pressure;
- Proven networking, team-building, organizational and communication skills and ability to effectively work with international organizations, donors, NGOs and private sector;
- Proven ability to manage financial, human and material resources in project contexts;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Required Skills and Experience

Education:

- Master's Degree in, Public Finance, Public Administration, Development Studies, International Affairs, Political Science, Social Science, or other related fields;

Work Experience:

- At least 7 years of progressive experience in supporting country processes of public sector reforms including public financial management and institutional reforms
- Proven experience in providing advice on public finance / institutional reform to senior policy makers and practitioners in Governments of developing countries a must, and experience in Africa an advantage;
- Experience in working on climate change and climate change finance and an understanding of development effectiveness
- Experience in programmes/projects management including technical, administrative and financial management with skills in facilitation and coordination, and demonstrated ability to work in an independent manner;
- Hands-on experience in design, monitoring and evaluation of development projects and establishing inter-relationships among international organization and national governments
- Experience of hiring and managing consultants/ project staff is desirable
- Work experience with civil society, media and parliament in promoting transparency and accountability for government policy and programming
- Experience working in the international organisation or UN family is an advantage;
- Extensive knowledge of UNDP's policies, procedures and practice including familiarity of ATLAS operational system is an asset;
- Full computer literacy in internet searching and Microsoft Office programmes i.e; MS-Word, MS-Excel and MS-Power Point; Website management experience is an asset;

Language Requirements:

- Proficiency in English with advanced command of speaking and writing;
- Working knowledge of French is an asset.

ANNEX IV: Terms of Reference for the Regional Project Communications Specialist

Background

Climate change presents the most profound global threat to humanity in this era. As the continent that hosts small island developing states (SIDS) and the largest number of least developed countries (LDCs), Africa is the continent that is most vulnerable to the impacts of climate change. The continent already suffers from multiple stressors such as poverty, hunger and high disease burden and these are magnified by climate-induced disasters. Redirecting public finance towards a low emission climate-resilient path has the potential to leverage additional resources from other sources such as global climate funds and the private sector for scaled-up climate action. This programme will provide substantial capacity development, technical and advisory support to select African countries to strengthen their national climate finance governance systems for improved use and access to climate finance, supporting them to implement the Paris Agreement and their Nationally Determined Contributions (NDCs) to ensure inclusive, resilient and sustainable development. This will be made possible through the application of a tried and tested UNDP tool – the gender sensitive and poverty focused Climate Public Expenditure and Institutional Review (CPEIR). The tool will allow full integration of climate finance into public financial management systems (PFMS) and mainstream national development planning and budgeting processes – a development challenge that Africa is grappling with. The programme will develop national capacities for quantifying and reporting on climate-related expenditures in their national budgets as a baseline for future and continuous analysis. This will assist countries to assess the level of effort in national climate response and prompt them to devise strategies for scaling up access and delivery of climate finance. Partnerships can then be mobilized for accelerated climate action to deliver on National Determined Contributions (NDCs). The programme will be a replication of a successful UNDP-implemented Asia-Pacific CPEIR programme, so there will be cross-regional knowledge exchange and learning. The project requires the services of a seasoned Communications Specialist (Regional Project Communications Specialist to ensure good implementation of the Africa Climate Finance project communication strategy at national, regional and global levels as well as ensure strong partnerships and promote team’s knowledge management products. The detailed terms of reference for the Regional Project Communications Specialist are as follows:

Duties and Responsibilities

- Conduct research, draft and edit publications and advocacy materials as well as facilitate production and liaise with UNDP-RSCA’s Communication Unit and Knowledge and Innovation team to ensure all materials are updated in UNDP system and properly produced, launched and widely disseminated.
- Recruit and supervise designer of the Africa CPEIR portal
- Coordinate the production and dissemination of the Africa CPEIR annual flagship report
- Provide efficient updates and monitoring for Governance of Climate Change Finance programme’s related webpages and UNDP’s Climate and DRR Yammer Groups by providing substantive inputs and contents including efficient distribution of E-Newsletters and other relevant knowledge products leading to efficient outreach to governments, UNDP Country Offices, CSOs, UNDP HQ, development partners, private sector and other related practitioners.
- Assist in production of high quality project reports
- Monitor and update Community of Practice (CoPs) list of Africa Climate Change Finance and Development Effectiveness and ensure the efficient communications with the practitioners in the region. This includes facilitating the transfer of knowledge and expertise across Africa and with Asia-Pacific community.
- Ensure efficient procurement services
- Assist in communication of strategies or messages from UNDP senior management
- Draft content (e.g. press releases) for mass media or UNDP website
- Develop effective project communication strategies
- Manage internal communications (memos, newsletters etc.)
- Organize initiatives and plan events or press conferences
- Liaise with media and handle requests for interviews, statements etc.
- Foster relationships with advocates and key persons
- Collaborate with marketing professionals to produce copy for advertisements or articles
- Perform “damage control” in cases of bad publicity

- Facilitate the resolution of disputes with the public or external vendors

Competencies

- Demonstrates strong oral and written communication skills, including presentation skills;
- Outstanding organizational and planning abilities;
- Seeks and applies knowledge, information, and best practices;
- Solid understanding of project management principles;
- Possesses an ability to undertake results-based management and reporting, and to produce high-quality outputs in a timely manner while understanding and anticipating evolving needs;
- Ability to build strong relationships with stakeholders, focuses on impacts and results for the stakeholder and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Remains calm, in control and good humoured even under pressure;
- Proven networking, team-building, organizational and communication skills and ability to effectively work with international organizations, donors, NGOs and private sector;
- Proven ability to manage financial, human and material resources in project contexts;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Required Skills and Experience

Education:

- Master's Degree in Public Relations, Communications, Development Studies, International Affairs, Political Science, Social Science, Public Administration or other related fields;

Work Experience:

- At least 5 years of progressive experience in regional/international programme management, communications, reporting, administration or related field;
- Experience in communications, capacity building and technical assistance is desirable; Experience in fund raising, donor and high level stakeholder engagement is also desirable;
- Proven experience and knowledge in Development Effectiveness, Climate Change Finance and its related issues is an asset;
- Extensive knowledge of UNDP's policies, procedures and practice including familiarity of ATLAS operational system is an asset;
- Ability to work as a part of a team, sharing information and coordinating efforts within the team;
- Experience working in the international organisation or UN family is an advantage;
- Extensive knowledge of UNDP's policies, procedures and practice including familiarity of ATLAS operational system is an asset;
- Full computer literacy in internet searching and Microsoft Office programmes i.e; MS-Word, MS-Excel and MS-Power Point;
- Website design and content management experience is an asset;

Language Requirements:

- Proficiency in English and French with advanced command of speaking and writing;
- Working knowledge of other UN official language is an asset.

ANNEX V: Terms of Reference for Project Assistant

Background

Climate change presents the most profound global threat to humanity in this era. As the continent that hosts small island developing states (SIDS) and the largest number of least developed countries (LDCs), Africa is the continent that is most vulnerable to the impacts of climate change. The continent already suffers from multiple stressors such as poverty, hunger and high disease burden and these are magnified by climate-induced disasters. Redirecting public finance towards a low emission climate-resilient path has the potential to leverage additional resources from other sources such as global climate funds and the private sector for scaled-up climate action. This programme will provide substantial capacity development, technical and advisory support to select African countries to strengthen their national climate finance governance systems for improved use and access to climate finance, supporting them to implement the Paris Agreement and their Nationally Determined Contributions (NDCs) to ensure inclusive, resilient and sustainable development. This will be made possible through the application of a tried and tested UNDP tool – the gender sensitive and poverty focused Climate Public Expenditure and Institutional Review (CPEIR). The tool will allow full integration of climate finance into public financial management systems (PFMS) and mainstream national development planning and budgeting processes – a development challenge that Africa is grappling with. The programme will develop national capacities for quantifying and reporting on climate-related expenditures in their national budgets as a baseline for future and continuous analysis. This will assist countries to assess the level of effort in national climate response and prompt them to devise strategies for scaling up access and delivery of climate finance. Partnerships can then be mobilized for accelerated climate action to deliver on National Determined Contributions (NDCs). The programme will be a replication of a successful UNDP-implemented Asia-Pacific CPEIR programme, so there will be cross-regional knowledge exchange and learning. The project requires the services of a Project Assistant to provide administrative and logistical support to the regional project, working under the Regional Project Coordinator and with the Regional Communications Specialist. The detailed terms of reference for the Regional Project Assistant are as follows:

Duties and responsibilities

She/he will provide administrative, logistical and financial support to programme implementation in line with UN and Government rules and procedures. Specific duties and responsibilities of the Project Assistant include:

- Assist in preparing for Board meetings and prepare and circulate minutes and any other documentation necessary for the meetings;
- Compile background material, working papers and statistical data for briefing sessions;
- Arrange programme visits and prepare reports including travel administration functions;
- Assist in preparing for training sessions;
- Prepare payment requests to UNDP including adequate supporting documentation and follow up on status;
- Draft routine correspondence and follow up and respond to queries on programme matters;
- Support with procurement of goods and services including contracts administration;
- Maintain an asset register for programme equipment;
- Collect, maintain and update data relevant to the programme;
- Maintain a consultants' database for the programme;
- Maintain programme files for technical and financial records and keep information and reference material in a manner which allows easy reference and retrieval;
- Provide programme information and data as requested by audit and evaluation missions;
- Support with preparation of workplans, progress reports including financial reports and obtaining necessary approvals and authorisations;
- Performs as project partners' liaison on administrative and finance issues for the Climate Change programme.

Competencies

- Well-organized, tidy and methodological in his/her approach to office environment;
- Good judgement in balancing the need to follow orders and take initiatives;
- Ability to deal with multiple stakeholders;
- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humoured even under pressure;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Required Skills and Experience

- Secondary Education preferably with specialized certification in Accounting and Finance or a University degree in Public Administration, Business, Finance, Economics, Political Sciences and Social Sciences would be desirable;
- 5 years or more of relevant administrative or programme experience is required at the national or international level;
- Experience in office management, equipment, usage of computers and office software packages (E-mail/Internet, MS Word, Excel, Publisher etc;) and knowledge of spreadsheet and database packages and in handling of web- based management systems;
- Knowledge and experience of national Governments, Regional Institutions and UNDP project administration procedures will be an asset;
- Experience in Climate Change programming will be an added advantage.

Language Requirements:

- Proficiency in English and French with advanced command of speaking and writing;
- Working knowledge of other UN official language is an asset.

ANNEX VI: Indicative Country Activities

KENYA

Output 1: Transparency, accountability & empowerment for gender responsive climate investments that reduce poverty vulnerability & inequality enhanced

- Publishing of Kenya's CPEBR and Budget Coding Reports, Policy Brief on climate change and budgeting at national and county level, Policy Brief on Budgeting Process for Resilience Planning, Policy Brief on Climate Budget Coding etc.;
- Regional Conference on CPEIR's & Coding to strengthen methodology, peer learning, knowledge sharing etc.;
- Collaborating with the Kenya School of Government to train budget and finance officers on use of Budget Codes for Climate Change Related Expenditures into the Integrated Financial Management System (IFMIS);
- Create a sustainable engagement platform for private sector in climate finance (KEPSA, KAM,);
- Strengthen grassroots participation in budgeting, by enhancing the Adaptation Fund models currently in place in Makueni, Wajir, Garissa and Isiolo Counties;
- Support public participation for communities impacted by climate change in the public hearings for budget approval at national and county levels;
- Enhance awareness of Climate Change Budget Coding and CPEBR findings, methodology and importance to line Ministries, Agencies;
- Engage Parliamentary committees, private sector, CSOs to influence budgeting that is responsive to climate change reality;
- Engage media on reporting climate related expenditures.

Output 2: Domestic budgets and expenditures reflect improved climate financing transparency, accountability & empowerment for gender responsive climate investments that reduce poverty vulnerability & inequality

- Conduct CPEBR's at County Level to influence climate change budgeting at the devolved government
- Support a framework at the Council of Governors for climate finance readiness at county level;
- Conduct an analysis of climate finance flows into Kenya through non-state actors;
- Refine Budget Coding tool to allow for tracking of private/non-state finance flows and Semi-Autonomous Government Agencies (SAGAs operating outside the IFMIS);
- Conduct in-depth customization of the Budget Codes in 2-3 Sector Working Groups IFMIS tracking system;
- CPEBR findings to be incorporated in the 2017/2018 and 2019/20 budget cycle.

GHANA

Output 1: Transparency, accountability & empowerment for gender responsive climate investments that reduce poverty vulnerability & inequality enhanced

- Strengthen existing systems such as the Climate Change Data hub established by EPA and the Climate Change Finance Tracking tool developed by the Ministry of Finance to track On and Off-budget climate change relevant spending in a manner consistent to the national budget to allow for a comprehensive assessment of all relevant climate funding in Ghana;
- Organize Policy dialogues with policy makers, private sector, research institutions, think tanks, development partners and CSO on climate finance delivery in Ghana;
- Build capacities of key MMDAs on gender responsive budgeting as it relates to climate change actions
- Develop National financing strategy to identify measures that would ensure the delivery of climate change finance happens in an open and transparent manner;
- Strengthen Parliamentary oversight of the national budget process as it relates to climate change expenditures;

- Establish an ad-hoc group in the Ministry of Finance (representatives of Real Division, the Budget Division, the Debt Management Division and the External Resource Mobilization Division) to coordinate and integrate all the necessary climate change finance data compilation;
- Support Public Financial Management (PFM) environment for effective climate change finance delivery in Ghana. Significant challenges remain in the Public Financial Management (PFM) system and expenditure management in Ghana. This support shall include strengthening the capacities of key ministries such as MOF and National Development Planning Commission (NDPC) to link medium term strategies/plans to annual budgets.

Output 2: Domestic budgets and expenditures reflect improved climate financing transparency, accountability & empowerment for gender responsive climate investments that reduce poverty vulnerability & inequality

- Upscaling the Climate Finance tracking system to MMDAs and addressing the issue of private climate finance mobilized from local and international sources;
- Conduct CPEBR's at the local levels to ensure that climate change related budgets and expenditures are being integrated into the local government budgetary system.

ⁱ Rating Scale:= None,2=Rarely,3=Occasionally, 4= All the time